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Marketing Opportunity Analysis and Short Term Marketing Strategy for Profesor's Restaurant

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**Appendix E - UNIVERSITY HONORS PROGRAM
SENIOR PROJECT - APPROVAL**

Name: Whit Helton

College: Business Department: Marketing

Faculty Mentor: Swanee Sexton

PROJECT TITLE: Marketing Opportunity Analysis
+ Short Term Marketing Strategy
for Professors' Restaurant

I have reviewed this completed senior honors thesis with this student and certify that it is a project commensurate with honors level undergraduate research in this field.

Signed: [Signature], Faculty Mentor

Date: 12/14/01

General Assessment - please provide a short paragraph that highlights the most significant features of the project.

Comments (Optional):

Development of the Product definition was complete. MacroEnvironmental Analysis development good for the Gatlinburg Area. Development of Analysis of Value + comparison between residents + tourist provides good insight and differences between these two markets.

Overall Nice Job

Marketing Opportunity Analysis &
Short Term Marketing Strategy for
Professors' Restaurant

University of Tennessee
University Honors Program
Senior Project

Whit Helton
10 December 2001

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Executive Summary

An assessment of the current marketing opportunities available to Professors' Restaurant reveals several important factors affecting the formulation of the firm's short term marketing strategy. The firm competes in the locally owned restaurant category in Gatlinburg, TN. Its current market is divided into two primary segments: residents and visitors. A company analysis shows the firm's major strengths and weaknesses as word of mouth advertising and an inability to capitalize on the visitor segment, respectively.

The major macro-environmental factors that influence the marketing opportunities are population growth in East Tennessee, intense reliance on the tourism industry with little access to a strong work force, extreme seasonal patterns in the tourism industry, and transportation infrastructure improvements and the increase of the internet as a communications tool. An analysis of the key service attributes valued by each segment demonstrates the firm's current performance and ability to meet the needs of the market. Additionally, an overview of the current competition reveals three major competitors: Mountain Lodge, Subway, and Alamo Steakhouse. These competitors are identified based on geographic proximity to one another as well as on their customer composition.

In order to face the current marketing environment, Professors' should adopt an aggressive marketing strategy. This strategy focuses on three main objectives that can be reached through a variety of marketing tactics. First, Professors' should build brand awareness in the visitor segment through advertising, sales promotions, and public relations. Second, the company needs to increase brand loyalty in the resident segment through advertising, promotions, special events, and the introduction of a delivery service. Finally, the company needs to increase catering activities and increase promotional activities during slow months in order to offset the seasonal sales slump.

A questionnaire is included to monitor the ongoing performance of the restaurant in its ability to serve the customer and as a means to measure the effectiveness of marketing efforts in addressing the marketing problem.

Phase I

Market Definition

Macro-Environmental Forces

End-User Value Analysis

Key Competitor Analysis

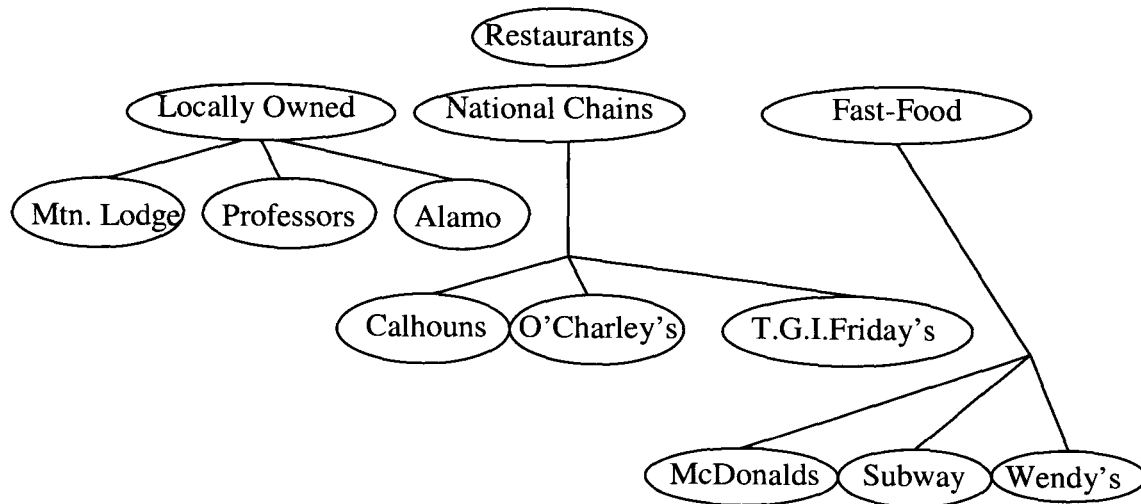
Market Opportunities and Threats

Market Definition

Product Definition

Professors' Restaurant, Inc. is a full-service restaurant located on Highway 321 in Gatlinburg, away from the heavily trafficked downtown area. Its mission is to provide high quality food at reasonable prices to the residents and visitors of Gatlinburg in a comfortable, family friendly environment. Professors' provides its customers with food products, table and take-out service, restroom facilities, parking, and entertainment.

Competitive Product Classification



Market Segmentation Classification

Based upon the population of potential customers in Sevier County, the market is divided into two main segments: Residents and Visitors. The parameters of each segment are listed below.

Segment I: Residents

- Permanent Residents of Sevier County
- Seasonal Residents: Retirees and Seasonal Workers

Segment II: Visitors

- Tourists
- Convention Attendants
- Groups

Macro-Environmental Forces Affecting Marketing Opportunities

There are several factors that can have a significant impact on new marketing possibilities. These include demographics, political and legal policies, economics, natural forces, and technological developments. The major factors that influence Professors' marketing opportunities are listed below and summarized in a chart at the end of this section.

Demographics

Sevier County is one of the fastest growing counties in East Tennessee. According to Census 2000 information, its total population was 71,170. This figure is an increase of 39% in total population since 1990, when there were 51,050 residents. Almost 60% of the total population were between the ages of 25 and 64. There were 20,836 families, with the average family size being 2.88 persons.(Census 2000).

Another important demographic factor is the growth and magnitude of total population in surrounding counties. The chart below shows the increase in population of surrounding counties over the past ten years.

County	1990	2000	% Change
Anderson	68,250	71,330	5
Blount	85,962	105,823	23
Grainger	17,095	20,659	21
Jefferson	33,016	44,294	34
Knox	335,749	382,032	14
Loudon	31,255	39,086	25
Roane	47,227	51,910	10
Union	13,694	17,808	30

*Source: University of Tennessee Center for Business and
Economic Research: 2000 Census Data*

Legal and Political Policies

The city of Gatlinburg has very specific business guidelines. Some of the restrictions include signage and structurally related issues such as requiring city council approval on all outdoor signage and requiring mountain stone on the exterior of all new and renovated buildings.

Additionally, Gatlinburg is the only city within the county allowing liquor-by-the-drink sales in restaurants and granting liquor stores business licenses. This pulls people vacationing in other parts of the county into Gatlinburg for dining experiences.

Economics

One of the key problems in Sevier County's economic arena is its poor labor market. There are a high number of available jobs and therefore employees are less concerned with job security. There are also many seasonal jobs in which workers are laid off to meet the slowing business trend of the winter months making it harder to find year-round workers.

The tourism industry is the primary source of local income. This industry is very cyclical, based on the seasons that complement Gatlinburg's outdoor activities and attractions. Some of the major business areas in the local economy are retail shops, restaurants, hotels, entertainment venues and wedding chapels. Restaurants and hotels are the highest revenue generators and thus assessed with additional sales taxes, bringing their total sales taxes to 10% and 11.5%, respectively. Due to the size of most retail businesses, there is often only one employee working at a time.

In the restaurant sector of the local economy, there is a current influx of chain restaurants. Within the past few years, Gatlinburg has seen the introduction of chains such as T.G.I.Friday's, Calhoun's, and Panera, which is currently under construction. These chain restaurants not only bring more competition, but also have more resources to attract customers as opposed to most locally owned businesses.

Ripley's Aquarium of the Smokies is a huge development in the economic environment. Opened in the fall of 2000, this facility is drawing visitors from all over the Southeast to Gatlinburg. The Aquarium offers an experience that is both entertaining and educational, providing classes, fine dining, and shopping, as well as parking in the congested downtown area.

One of the major forces bringing customers to Gatlinburg is the Gatlinburg Visitors and Convention Bureau. Each year, the organization hosts an average of 285,386 visitors at its facilities. The convention and trade show market is also very seasonal, but slightly off the seasonality of the tourism industry. Spring is the most popular time for these events, with 44% of events occurring during this time. Summer and Fall are also big months with Winter being an almost dead time for these activities.

Natural Forces

The natural environment is integral to Gatlinburg's success in the tourism industry. The city is a gateway into the Great Smoky Mountains National Park. This park, the most visited in the nation, offers many ecological and recreational experiences for visitors. With a plethora of hiking trails and camping facilities within a short drive from town, many tourists take advantage of the park. In fact, the National Park has approximately 9 million visitors each year.

Climate has an extreme effect on the seasonality of Gatlinburg's tourism industry. The Winter months are just above freezing and snow is always a possibility. In the event of snow and ice, the city is ill-prepared to clear roadways due to generally insufficient equipment. Spring and Summer months are beautiful, with moderately warm to hot temperatures and afternoon showers that cool down the evenings. It is no surprise that these months bring hordes of visitors. Fall is also a huge magnet for visitors because the fall foliage and crisp weather draw people from all over the country.

Technological Developments

The development of the internet has proved to be revolutionary. In the travel industry, there is a large increase in the use of the internet as a means to gather information when planning a trip. Potential visitors research lodging, restaurants, entertainment, and other facets sometimes months before their actual visit. In one study for the City of Gatlinburg, 53% of visitors consulted the internet to gather information prior to their trip.

The construction of new and renovation of several existing lodging facilities in Gatlinburg are providing more high quality facilities for visitors. For instance, within walking distance of Professors' there are new condominiums and a newly renovated Sleep Inn.

The highway infrastructure in Gatlinburg has also seen significant improvements recently. The downtown area has received new traffic lights and widening in several problem areas, adding new turning lanes and other features. Additionally, Highway 321, the roadway to the bulk of the residential area and the Arts and Crafts Community, is being expanded from 2-lanes to 5-lanes all the way to Gatlinburg City Limits to better accommodate citizens and incoming workers and visitors from Cocke County.

Summary of Major Macro-Environmental Factors

Demographics

- Population growth in market area
- Magnitude of visitors

Political and Legal Regulations

- Signage requirements
- Building codes

Economics

- Intense tourism industry
- Poor labor markets

Natural Forces

- Seasons
- National Park Service

Technological Developments

- Infrastructure improvements
- Construction and renovation
- Internet usage

Analysis of Value Desired by Customers within Markets

Through the administration of a survey, the values held by the members of each market segment were determined. While both segments primarily value the same attributes, there were some notable differences. The needs of each segment are listed below and summarized in a chart. For a tally of survey results and to view the format of the survey, see Appendix A.

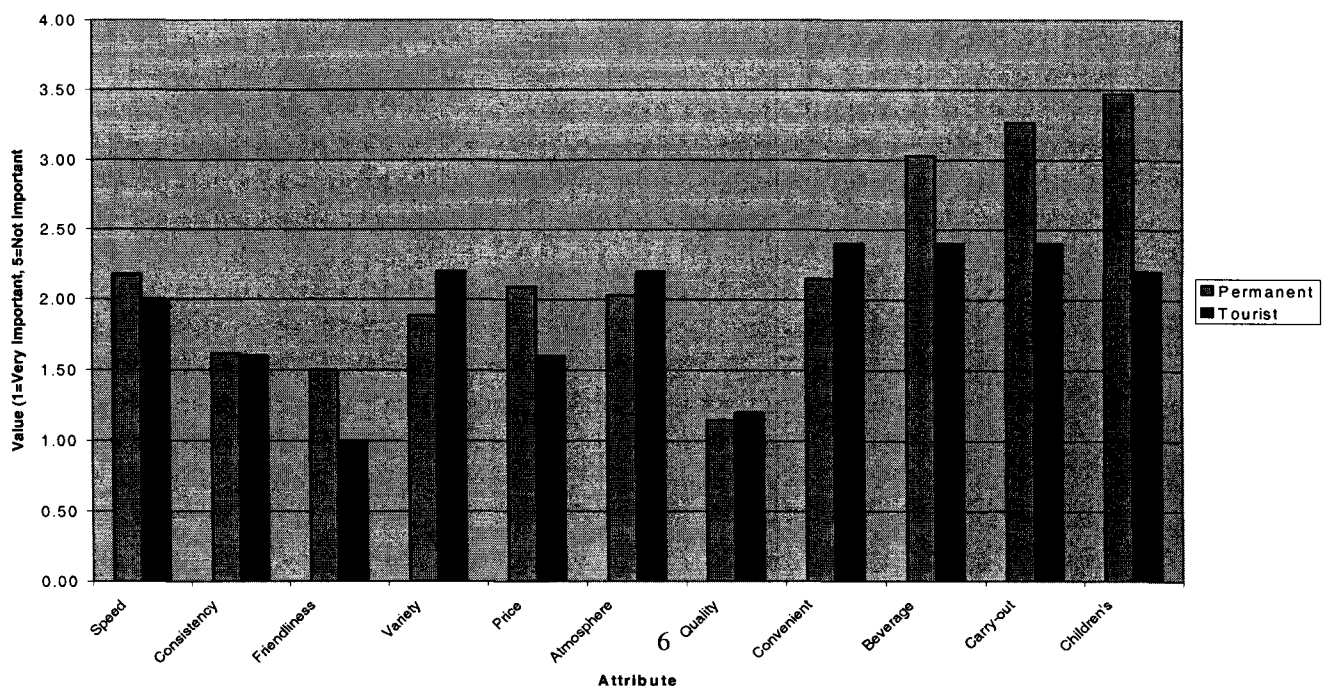
Residents

The survey administered to patrons over a two-week period found that residents valued Quality of Food over any other attributes. Other attributes that received Very Important and Somewhat Important ratings include (in order of importance): Friendliness of Staff, Consistency, Menu Variety, Atmosphere, Price, Convenient Location, and Speed of Service. Factors such as Beverage Selection, Speed of Carry-Out Orders, and Availability of Children's Menu all received Neutral to Unimportant ratings. Other important factors that Residents identified as important that were not formally measured include Cleanliness and Parking.

Visitors

Visitors rated Friendliness of Staff as the most important attribute in shaping their decision in choosing a restaurant, followed closely by Quality of Food, Consistency, and Price. Factors such as Speed, Menu Variety, Atmosphere, and Availability of Children's Menu also received Important ratings, whereas Convenient Location, Beverage Selection, and Speed of Carry-Out Orders received ratings that were closer to Neutral. As can be seen in the chart below, visitors value Friendliness of Staff, Price, Beverage Selection, Speed of Carry-Out Orders, and Availability of Children's Menu significantly more than those customers in the Residents segment.

Comparison of Attributes



End-User Value Analysis vs. Current Performance

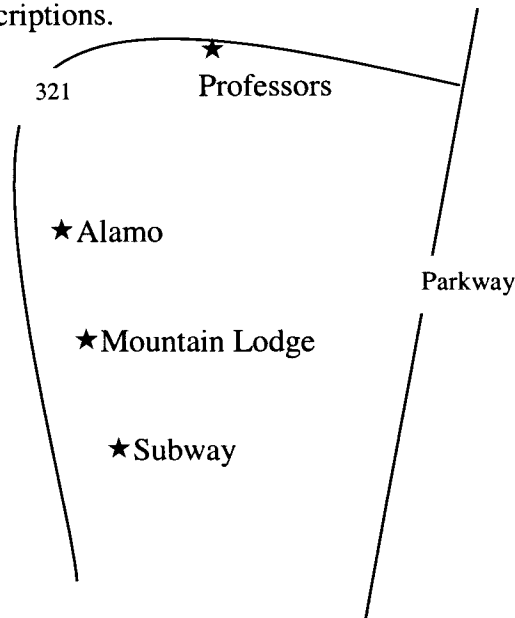
	<i>Residents</i>	<i>Visitors</i>	<i>Current Performance</i>
<i>Speed of Service</i>	M/H	M/H	L/M
<i>Consistency</i>	H	H	H
<i>Friendliness</i>	H	H	H
<i>Menu Variety</i>	H	H	H
<i>Price</i>	M/H	H	M/H
<i>Atmosphere</i>	M/H	M/H	H
<i>Quality</i>	H	H	H
<i>Convenient Location</i>	M	M/H	M
<i>Beverage Selection</i>	L/M	M	M
<i>Carry-out Speed</i>	L/M	M	L/M
<i>Availability of Children's Menu</i>	L/M	M/H	L

Analysis of Key Competitors

Over the past 10 years, the Gatlinburg restaurant market has experienced tremendous growth. Specifically, the influx of national and regional chain restaurants has had a significant impact on the market. These chains are able to better position themselves in the minds of the consumer by utilizing their financial resources, which are often high above most locally owned competitors.

As with any business, location is extremely crucial to a company's success. As stated previously, the highway infrastructure in Gatlinburg is very congested, despite recent improvements. As a result, key competitors are usually those which operate in an immediate, concentrated area to the primary company.

As can be seen on the map below, Professors' has three key competitors: Mountain Lodge, Subway, and Alamo Steakhouse. A description of each restaurant is listed below. An evaluation of each restaurant's competitive aspects in relation to Professors' follows these descriptions.



Mountain Lodge

Mountain Lodge is a locally owned restaurant that directly competes with Professors' in the lunch market. Mountain Lodge is open from 7 a.m. to 3:30 p.m. everyday but Tuesday. It is located directly across the street from several banks and offices, making it easily accessible to businesspeople for their lunch breaks. Additionally, the building is highly visible. It has rocking chairs on the front porch and is flanked on both sides by parking areas. The current parking situation is insufficient, however, forcing many people to park at the banks across the highway and cross the heavily trafficked road.

Mountain Lodge has a menu that is very similar to Professors' dinner menu. This primarily consists of sandwiches, burgers, chicken, soup, salads, etc. This provides a higher selection to customers, as Professors' lunch menu only offers soup, salads, and sandwiches. There are two key areas of the menu that differentiate Mountain Lodge from

Professors': availability of a children's menu and a la carte items. The overall strengths and weaknesses of the restaurant are summarized below.

Strengths

- Visibility
- Menu Selection
- Proximity to Local Businesses
- Long Time in Operation

Weaknesses

- Insufficient Parking
- Inadequate Separation of Smoking and Non-Smoking Sections

Subway

Subway is located in a shopping center on Highway 321, approximately 1.5 miles from downtown. It is nestled between a grocery store and a video store. Additionally, it is the closest food service establishment to the primary residential area. As a result, it has a huge carry-out service. Subway has all of the advantages of a national franchise. It is well-positioned in the mind of the consumer as having fast service and fresh, healthy food. Additionally, due to national advertising and expansion, Subway realizes the advantages of being a widespread national chain: the customer, especially visitors who are unfamiliar with locally owned restaurants, knows what to expect and what he/she will receive.

Subway competes with Professors' in both the lunch and dinner markets. Its menu is similar to Professors' lunch menu, but exceeds it in the availability of specialty products, such as gourmet breads and sauces. One of the disadvantages of this highly focused menu is its inability to offer alternatives such as soups and hot foods other than sandwiches. Subway's major strengths and weaknesses are listed below.

Strengths

- National Advertising and Image
- Gourmet Menu Options
- Location
- Speed

Weaknesses

- Not Full-Service
- Small Seating Area
- Menu Category Selection

Alamo Steakhouse

Alamo Steakhouse is the closest competitor to Professors' and also has the most similar menu. It is open 7 days a week for lunch and dinner. Alamo's primary menu items are steaks and seafood. The restaurant is located in a building designed to look like

a Spanish fort and which has housed numerous Mexican restaurants in the past. It has a huge parking lot and is more visible than any of Professors' other competitors. Additionally, there is a cantina attached to the main restaurant. This facility offers entertainment and a full bar.

Alamo Steakhouse has recently opened a second location in Pigeon Forge, and has done extensive internet advertising, drawing many customers who select eating places online prior to their trip. Although it is open for lunch, its menu selection is not differentiated between lunch and dinner. As a result, Alamo primarily competes with Professors' in the dinner market. Alamo's strengths and weaknesses are listed below.

Strengths

- Visibility and Atmosphere
- Multiple Locations
- Advertising
- Parking
- Full Bar and Entertainment
- Locals Club

Weaknesses

- Lack of Lunch and Dinner Differentiation

Summary of Competition in Relation to Professors'

	<i>Mtn. Lodge</i>	<i>Subway</i>	<i>Alamo</i>	<i>Professors'</i>
<i>Speed of Service</i>	M/H	H	M/H	L/M
<i>Consistency</i>	H	M	H	H
<i>Friendliness</i>	M/H	M/H	H	H
<i>Menu Variety</i>	M/H	H	H	H
<i>Price</i>	H	H	M	M/H
<i>Atmosphere</i>	L/M	M	H	H
<i>Quality</i>	M/H	M	H	H
<i>Convenient Location</i>	L/M	H	M/H	M
<i>Beverage Selection</i>	M	L/M	H	M
<i>Carry-out Speed</i>	M/H	H	M/H	L/M
<i>Availability of Children's Menu</i>	H	H	M	L

Market Opportunities and Threats

Based on the Macro-Environmental, End-User Value, and Key Competitor Analyses, there are several market opportunities available and threats facing Professors'.

Market Opportunities

- Population Growth in the Market Area – The population in Sevier County has grown at a rate of 39% in the past 10 years. Additionally, the number of visitors has also increased at a steady rate. A larger population and higher number of visitors mean more potential customers.
- Convention Activity – The Gatlinburg Visitors and Convention Bureau attracts over a quarter of a million people each year. This means that more large groups need food services such as catering and sit-down meals at local restaurants.
- Lodging Construction and Renovation – The addition of new condominiums and remodeling of existing lodging facilities will place more visitors within the vicinity of Professors'. These potential customers will need carry-out services and will likely be more concerned with quality than price.
- New Attractions – New entertainment venues such as Ripley's Aquarium of the Smokies will bring new visitors to the area. This means more potential customers.
- Transportation Infrastructure Improvements – With the restructuring and expansion of Gatlinburg's two major roadways, the Parkway and Highway 321, Professors' will be more accessible to both the visitors staying in the downtown area and the residents living further away from town.

Market Threats

- Influx of Chain Restaurants – The growth of chains is a major threat for locally owned restaurants. Chain restaurants have brand recognition and loyalty as well as financial power that many locally owned restaurants are unable to realize.
- Concentration of Restaurants in Downtown Area – Most new restaurants are being constructed in the downtown area, making the need to drive less of a factor in choosing a restaurant.

Phase II

Strategy and Tactics for Solving Marketing Problem Questionnaire

Marketing Strategy

Based on the market information collected in Phase I of this report, it is clear that Professors' needs to take an offensive strategy in order to capitalize on the current market opportunities and to be less susceptible current market threats. The ideal marketing strategy for the firm will be focused on the three following objectives:

- Building brand awareness in the visitor segment
- Increasing brand loyalty in the resident segment
- Offsetting the seasonal sales slump

By carrying out the following tactics, Professors' will be able to meet its strategic objectives as outlined above. The marketing tactics are separated into their ability to meet the marketing objectives.

Building Brand Awareness in the Visitor Segment

As stated in Phase I, the visitor segment has the highest potential for growth and profitability but currently only accounts for 10% of total business. The following tactics should be considered in order to attract more customers in the visitor segment:

Advertise

Since Professors' is located in an area that is not highly visible to the visitor segment, it is essential for the firm to advertise. There are a variety of media to accomplish this task, but the most effective are television and print advertising. Gatlinburg has two channels that air local commercials and special programming that cater to the town's visitors. Producing a commercial would provide the viewers with an idea of the location, prices, menu selection, atmosphere, and hours of operation. Print advertising could also reach a large number of visitors. By placing ads in local print media, the company could demonstrate the same facets of the restaurant as described in the television commercial but could also incorporate promotional efforts such as dollar- or percent-off coupons and sample menus. A major advantage of print media is that the customer will have a hard copy of the advertisement and can easily reference the material for future use. There are several magazines that cater to the town's visitors and it is vital that Professors' appears in the contents of these. The most popular print medium in Gatlinburg is the What-To-Do magazine. This free magazine is distributed throughout the town and mailed with Chamber of Commerce information inquiries. Internet advertising should also be considered as more and more customers are consulting the internet prior to their travels.

Create Partnerships with Lodging Facilities

With several lodging facilities located in the immediate area, it would be wise to create an alliance with these facilities. This alliance would allow Professors' menus to be placed in lobbies and rooms as well as distributed to guests upon check-in. As an exchange, Professors' could provide owners and employees with gift certificates or discounts. This would potentially increase carry-out orders, as many visitors may choose to stay in for the night.

Promotions

Sales promotions would be an excellent way for Professors' to attract consumers in the visitors market. The most logical way to do this would be in the form of a percent-off or free menu item coupon. For example, "10% off" or "Free Dessert with Purchase of an Entrée" would be a great way to attract new customers and assist in maintaining current customers.

Public Relations

While Professors' has been featured in the Knoxville News Sentinel's food section, many visitors would be unlikely to read that publication, especially since the restaurant was only featured one time. A great way to build public relations is by campaigning to local lodging facilities and shop owners who might suggest dining establishments to visitors. Perhaps a referral program that could be incorporated into the restaurant's service survey would be sufficient. Through this system, the business with the most referrals in a given time period could receive a gift certificate or another prize. This would capitalize on the firm's current strength in word of mouth advertising.

Increasing Brand Loyalty in the Resident Segment

The residential segment, as discussed in Phase I, currently accounts for approximately 90% of total business. Based on the size of this market compared to total restaurant sales, the consumers are aware of Professors'. As a result, the marketing focus in this segment should be on maintaining current customers and increasing their brand loyalty and frequency of purchase.

Advertise

While advertising in tourist-related media would likely be ineffective in reaching the residential market, newspaper advertising would be a very effective means of targeting the resident segment. Since there is only one newspaper in Sevier County, Professors' should consider using this medium in order to remind consumers that it is available to meet their dining needs. The ads could include a coupon or some other promotion to help facilitate purchase.

Delivery Service

There is not currently a reliable food delivery service in Gatlinburg. This is due to the majority of restaurant business being directed at visitors. By establishing a delivery service, Professors' would provide a more convenient food avenue for consumers. This would also overlap with the visitor market, as some may opt for a quiet night in their lodging facilities and decide to order in.

Special Events and Sales Promotions

Professors' could also increase its stake in the resident market by incorporating special events into its operations. The restaurant could have live music after hours on the weekends in order for residents to avoid the congestion of the downtown area. Additionally, the firm could build its image by providing promotional discounts by generating donations at special times of the year. For

example, if customers brought in school supplies or canned food for needy families around the start of the school year and the holidays, they could receive discounts on their meals. This would show the public that Professors' is not only interested in serving its patrons, but also the community at large, especially those less fortunate.

Offsetting the Seasonal Sales Slump

The tourism market in Gatlinburg is very seasonal in nature, with the fall months being the peak season for revenue generation. The following tactics should help Professors' offset the decline in sales in off months.

Catering

Although the company currently does some small catering jobs, the potential is significant in increasing the frequency and scale of these activities. With conventions and weddings being an abundant subsegment of the visitors segment, the firm could greatly expand its catering jobs by properly advertising to these subsegments. This could be achieved through mailings to convention coordinators and wedding chapels could include these in their mailings to prospective clients.

Promotions

As described in promotions aimed at the resident segment, promotions are helpful in generating more frequent and trial purchases. By increasing the quantity or value of promotions during slower times of the year, the company could see an increase in sales that could potentially even out the seasonality curve.

Questionnaire Development

In order to measure ongoing performance and effectiveness of the marketing tactics, Professors' should administer the survey on the following page inside the restaurant. In order to increase the number of responses, the surveys should be placed on tables, beside the cash register, and inside to go order bags. This survey will help the company better understand its customers, target problem areas in the business, and better direct its marketing efforts.

Professors' Restaurant Service Survey

Please take a moment of your time to let us know how we are doing and how we can better serve you! Please circle the appropriate answer.

How would you classify yourself?

Visitor Resident of Sevier County

Is this your first visit to Professors?

Yes No

How did you hear about Professors?

Word of Mouth Magazine

Internet Television

Other _____

Please rate us on the following items: (1=Excellent, 5=Terrible)

Quality of Food	1	2	3	4	5
Speed of Service	1	2	3	4	5
Friendliness of Staff	1	2	3	4	5
Menu Selection	1	2	3	4	5
Atmosphere	1	2	3	4	5
Reasonable Price	1	2	3	4	5

Please comment on any of the above ratings:

We appreciate your business! Please let us know anything else that we can do to better serve you!

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Appendix A

Survey Results Sample Survey

Master Survey Results

Responses		
Tourist	5	13%
Seasonal	0	0
Permanent	34	87%
Total	39	100%

Average Response		
	Permanent	Tourist
<i>Speed</i>	2.18	2.00
<i>Consistency</i>	1.62	1.60
<i>Friendliness</i>	1.50	1.00
<i>Variety</i>	1.88	2.20
<i>Price</i>	2.09	1.60
<i>Atmosphere</i>	2.03	2.20
<i>Quality</i>	1.15	1.20
<i>Convenient</i>	2.15	2.40
<i>Beverage</i>	3.03	2.40
<i>Carry-out</i>	3.26	2.40
<i>Children's</i>	3.47	2.20

	Permanent		Tourist	
Rank	Attribute	Value	Attribute	Value
1	Quality	1.15	Friendliness	1
2	Friendliness	1.5	Quality	1.2
3	Consistency	1.62	Consistency	1.6
4	Variety	1.88	Price	1.6
5	Atmosphere	2.03	Speed	2
6	Price	2.09	Variety	2.2
7	Convenient	2.15	Atmosphere	2.2
8	Speed	2.18	Children's	2.2
9	Beverage	3.03	Convenient	2.4
10	Carry-Out	3.26	Beverage	2.4
11	Children's	3.47	Carry-Out	2.4

Tourist Results

Number of Responses

5

Sit-down meal in typical week

1	2-3	4-5	6 or more
3	2	0	0

Carry-out meal in typical week

1	2-3	4-5	6 or more
3	2	0	0

Number in party

1	2	3-4	5 or more
0	3	2	0

Individual Lunch

<\$5	\$5-8	\$9-12	>\$12
0	4	1	0

Individual Dinner

<\$5	\$5-8	\$9-12	>\$12
0	0	3	2

Vacation

Less	Same	More
0	0	5

Attributes

Very		Neutral		Not at all
1	2	3	4	5

Speed
Consistency
Friendliness
Variety
Price
Atmosphere
Quality
Convenient
Beverage
Carry-out
Children's

1	3	1		5
3	1	1		5
5				5
1	3		1	5
2	3			5
3		1		5
4	1			5
1	2	1	1	5
2	2		1	5
2		2	1	5
1	2	2		5

Average
2.00
1.60
1.00
2.20
1.60
2.20
1.20
2.40
2.40
2.40
2.20

Permanent Resident Results

Number of Responses

34

Sit-down meal in typical week

1	2-3	4-5	6 or more	
7	14	5	8	34

Carry-out meal in typical week

1	2-3	4-5	6 or more	NR	
19	7	2	2	4	34

Number in party

1	2	3-4	5 or more	
4	11	16	3	34

Individual Lunch

<\$5	\$5-8	\$9-12	>\$12	NR	
7	21	1	4	1	34

Individual Dinner

<\$5	\$5-8	\$9-12	>\$12	
	5	16	13	34

Vacation

Less	Same	More
1	27	6

Attributes

Very		Neutral		Not at all
1	2	3	4	5

<i>Speed</i>	7	16	9	2		34
<i>Consistency</i>	15	17	2			34
<i>Friendliness</i>	18	15	1			34
<i>Variety</i>	8	20	6			34
<i>Price</i>	6	21	5	2		34
<i>Atmosphere</i>	7	20	6	1		34
<i>Quality</i>	29	5				34
<i>Convenient</i>	9	13	10	2		34
<i>Beverage</i>	2	8	15	5	4	34
<i>Carry-out</i>	3	9	8	4	10	34
<i>Children's</i>	7	3	7	1	16	34

Cleanliness	6					6
High Chairs	1					
Wait Time	1					
Parking	2					
Not Crowded	1					
Non Smoking	1					
First Impressi	1					

Average
2.18
1.62
1.50
1.88
2.09
2.03
1.15
2.15
3.03
3.26
3.47

Thank you for taking time to complete the following survey. Your answers will be used as part of a student research project at the University of Tennessee, Knoxville.

How would you classify yourself in relation to Sevier County?

Permanent Resident Seasonal Resident Tourist

How many times in a normal week do you have a sit-down meal at a restaurant?

1 2-3 4-5 6 or more

How many times in a normal week do you carry-out a meal from a restaurant?

1 2-3 4-5 6 or more

When you eat at a restaurant, how many people, including yourself, are usually in your party?

1 2 3-4 5 or more

When you eat at a restaurant,

How much do you typically spend on your individual lunch?

Less than \$5 \$5-8 \$9-12 More than \$12

How much do you typically spend on your individual dinner?

Less than \$5 \$5-8 \$9-12 More than \$12

When you are on vacation, are the meals that you order for yourself generally:

Less expensive than those you order in your hometown

About the same price as those you order in your hometown

More expensive than those you order in your hometown

Please rank the importance of each of the following elements in your decision to choose a restaurant.

	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Neutral</i>	<i>Relatively Unimportant</i>	<i>Not at all Important</i>
Speed of Service	1	2	3	4	5
Consistency of Service	1	2	3	4	5
Friendliness of Staff	1	2	3	4	5
Menu Variety	1	2	3	4	5
Price	1	2	3	4	5
Atmosphere	1	2	3	4	5
Quality of Food	1	2	3	4	5
Convenient Location	1	2	3	4	5
Beverage Selection	1	2	3	4	5
Speed of Carry-out Orders	1	2	3	4	5
Availability of Children's Menu	1	2	3	4	5

Please list anything else that is important when choosing an eating place.

Once again, thank you for your participation in this survey. Have a wonderful day!