

Marriott Summit Watch: Communication Graduate Internship

Janelle Miller

Southern Utah University

## **Objective**

The intent of this capstone experience was to gain the professional experience necessary to pursue further employment in the event planning industry. I used concepts learned during my communication graduate studies and applied this knowledge in a career field I am passionate about through hands-on experience. My undergraduate education in Experience Management in tandem with my professional experience planning weddings, corporate events, conferences, and other productions was also beneficial in gaining further understanding of this unique industry within the communication field. This capstone internship was designed to apply the communication concepts with specific emphasis given to Relationship Management Theory as I analyzed public relations efforts within the Marriott corporation.

## **Supervision and Responsibilities**

During the course of this internship, I reported to the Activities Director at Summit Watch. My supervisor is an event planning professional and manages a team of five individuals. I joined this team as an Activities Coordinator during the summer months. Summit Watch has a busy summer season and was filled to capacity most weeks with families on vacation.

My responsibility in the activities department was to communicate Marriott's dedication to customers by programming recreational opportunities for guests during their stay. This included initiating and implementing the activities in the fitness, touring, sports, family, kids and special events categories. These tasks implemented interpersonal, small group, and mass media communication principles.

## **Company Background**

I chose Marriott Vacations Worldwide as it was the ideal company for my capstone experience in further pursuing event planning opportunities. As a global leader in the vacation

ownership industry, Marriott Vacation Club is known worldwide for its premier vacation programs and is experienced in providing the ultimate entertainment experience through well-programmed events for their clientele. Marriott Vacation Club has over fifty properties throughout the United States, Caribbean, Europe, and Asia and more than 413,000 individuals have ownership in these properties and trust Marriott with their recreation experience. With a large consumer base and an ever-increasing demand for their services, planning worthwhile events to entice customers to return is now more important than ever for the company to continue to grow.

Marriott Vacation Club's business is on the rise, claiming \$80 million in the last fiscal year and has experienced a 3.9 % increase in development during that same time period. CEO Stephen Weisz commented on these results saying, "we expect another year of top-line and bottom-line growth in 2014 as we continue to focus on improving development margins, while seeking out exciting new locations for our Marriott Vacation Club Destinations program that will provide new sales distribution" (Marriott Vacations Worldwide, 2014, para. 10). As I seek to build a career in event planning as a communication professional, Marriott has provided me with the best possible opportunity to gain the knowledge and experience that I am pursuing to supplement my communication studies.

My assignment took place at Marriott's premier Summit Watch resort in Park City, Utah; a location that has long been known as a fun spot for prospective tourists. Ideally positioned in the heart of the city on historic Main Street, Summit Watch allows guests to experience the best that this area has to offer. Year-round, Summit Watch organizes events for timeshare owners at the Sundance Film Festival, Temple Square, Deer Valley Ski Resort, Park City Golf Course,

Provo River Guide Service Locations, Adventure Haus, Destination Sports, and Utah Olympic Park.

### **Competition.**

According to the Vacation Club Review (2014), Marriott Vacation Club is the choice provider for timeshare owners. Following close behind are Disney Vacation Club, RCI, Hilton Grand Vacations, and Interval International companies. Marriott has received this high ranking for its club features, membership benefits, and member support. These components relate directly with the activity offerings at each property. Resort arrangements of local activities makes timeshare purchasing more desirable than purchasing the average hotel room while on vacation. Guests enjoy the benefits of having local experts arrange their activities rather than having to navigate new cities and attractions on their own.

### **Timeshare Industry.**

The timeshare industry which first appeared in Europe in the 1960's has been in the United States since the 1970's (Upchurch, 2012, p. 240). The arrangement appeals to customers who want the flexibility between a short-term vacation and a long-term lease on a vacation home. Timeshare units are broken down into five levels based on size. From largest to smallest, these are: luxury, up-market, quality, value, and economy.

The timeshare product was considered a fad at its inception, but experienced a growth spike over the past twenty years. This spike was due to increased entrance from reputable hospitality companies as well as "lock-off" designs which gave large groups the opportunity to share a unit while also maintaining privacy by connecting separate units.

### **Park City Demographic**

Park City has a population of approximately 7,600. Due to its popularity as a vacation destination, the tourist population exceeds the number of permanent residents in the area. With most of the people investing in Park City being visitors to the area, Marriott has a great opportunity to partner with local businesses to recommend our services for future stays. The area was named Park City due to its colorful grass and wildflowers making it look like a park when it was first settled.

Park City was originally developed as a mining district in 1869 to encourage others in addition to the Mormon pioneers who founded the area to settle in Park City. By the 1870's, Park City was known as one of the greatest silver mines in the world bringing great diversity to the region. Many prominent men and women came to the area and made their fortunes. Mining immigrants also made their homes in Park City but brought in very little income for their hard labor. Mining boosted the economy of the state of Utah, and was responsible for nearly 80% of the state's exports. After World War I, the industry faced some serious labor disputes which were then followed by the Great Depression. By the 1950's less than 200 workers occupied the city which contributed to Park City further being known as a "ghost town." During the late 20<sup>th</sup> century, Park City became a recreational destination with the opening of the Park City Ski area and the opening of old mines to tourists. Marriott opened the Summit Watch property in Park City in 1994 and then developed a second property called the Marriott Mountainside Resort two blocks from the Summit Watch location in 2000.

### **Public Relations.**

The Marriott Summit Watch Activities Center strives to create premier vacation experiences for guests in the Park City area. To do this, there is a strong cooperation between the company and local businesses. This cooperation is beneficial to all partners promoting the

services that this resort town has to offer. Guests that book through Marriott's activities center receive a discounted price on outside vendor activities. The activities center takes care of all travel and booking arrangements for guests.

In order to keep an efficient booking system, all outside vendor activities require a 24-hour cancellation policy. This is imposed by the vendor rather than Marriott as the vendor will not cancel charges for reservations. The policy also encourages our guests to follow through on the activities they schedule.

For all activities that Summit Watch schedules, there is a great deal of flexibility exercised for Marriott guests. The activity schedule is set each week giving priority to events on the calendar. However, if possible, accommodations are made for those wanting to do an activity at a different time. This flexibility gives guests a greater opportunity to participate in Summit Watch activities.

### **Data Collection**

As a corporation, Marriott Vacations Worldwide uses a system called GSS (Guest Satisfaction Surveys) to get immediate customer feedback from outgoing guests. This system allows guests to rate every part of their stay including check-in, reservations, resort amenities, and activities. For the purposes of this study, only aspects that directly relate to the activities department will be analyzed. The data analyzed has been broken up into the following categories: activity center amenities, customer service, problem resolution, and guest eagerness to return. The data provided is an average percentage of all GSS responses recorded at Summit Watch property over the last year.

**Amenities.**

Our activities center services were rated at over 85% in variety and availability of activities offered. While this rating is high, Marriott expects that all rankings do not drop below this level, making this mark the bare minimum of what is expected at the property. Because of this ranking, the Summit Watch property has some room to improve in the activity offerings that are provided to customers.

In order to remedy this, my supervisor has created an increase of on-site activities for younger guests that will engage both parents and children. In addition, there is a large population of retired couples that do not have the stamina to participate in more active events provided by the activities center. In order to please these guests, Marriott has implemented more on-site events like the Not-So-Newlywed Game, Name That Tune, Are You Smarter Than a 5<sup>th</sup> Grader and other activities that allow them to be engaged from the comfort of our on-site facilities. In the next year, Summit Watch will compare the data from 2014 to effectively analyze whether the guests are appreciating these changes and also understand where the company can continue to improve.

**Customer Service.**

The professionalism of activities associates has been rated based on friendliness, helpfulness, and knowledge. Within the last year, Summit Watch employees have been ranked highly. These numbers can be found in Appendix B. This rating reflects well on the activities team assembled by Marriott. Associate understanding or empathy was also ranked highly and is listed in the numbers portrayed in Appendix B as well. From my time as an employee of Marriott Summit Watch, I have learned that guests not only expect exceptional activities from the team, but they also expect a quick response to other areas of their stay in which they may

have problems. This includes issues of booking, housekeeping, and local attractions that are not technically part of our responsibility in activities. However, in order to best please our guests, it is imperative that we work closely with other departments on-site and continue a strong relationship with local vendors.

Currently, I would give Summit Watch a personal 80% rating on these relationships. Because of the number of employees in varying departments miscommunication and lack of cooperation does occur which lowers our ability to satisfy guests. In order to increase our effectiveness as associates of the property, I would advise a greater focus on overall team work and collaboration. This is already being done to an extent, but I look forward to seeing the progress that will be made in the next year according to GSS data.

#### **Problem Resolution.**

In order to improve our services, it is important to know about any problems our guests experience during their stay. The data in Appendix B reflects how well problems were resolved on the property. The percentage for resolution may be skewed as not all guests reported to have problems but all guests were surveyed regarding problem resolution. While the minority of guests experienced issues during their stay, the company can still work to improve its ability to resolve issues for guests. In the vacation industry, high quality service should be expected from guests. Moreover, the ability to resolve guest problems should be more rated at least in the 80<sup>th</sup> percentile in order to please customers.

The Marriott Corporation issues certain performance standards to encourage associates to have improved interactions with their guests. The Summit Watch property has implemented a system of having daily standards to review and implement throughout the work shift and offers certain financial rewards to departments who prove to do this exceptionally well according to

GSS data. This way, customer service becomes a priority and will hopefully improve property rankings in the next year of data collection.

### **Future Business.**

Positive customer recommendations are necessary in order for our property to continue to increase business. Our survey results showed that customers were 87% likely to recommend our resort to others. While this number is strong, it still has the potential for growth. With a smaller property like Summit Watch, our property strives to raise this number by at least three percentage points in the coming year. Similarly, customers reported that they were 85% likely to make a return stay. In the timeshare industry, this number must be closer to 100% in order to stay competitive. If guests do not see the value in a repeat stay, our business falls apart.

### **Responsibilities**

Daily responsibilities included using small group and interpersonal communication skills to organize tours of local attractions for guests. I was in charge of programming activities for the activities center on-site, which includes indoor games and craft projects for those who prefer indoor entertainment options. In addition to these responsibilities, I scheduled fitness classes for the residents. These tasks required a great deal of interpersonal interaction as well as crisis communication when plans went awry and quick decisions had to be made.

Some programmed events were larger in scale, such as planning functions for large groups of guests while other assignments were smaller in nature such as communicating plans for the fitness center and arranging for smaller groups to take outings on their own. This range of experience with different event sizes was exciting to me as I learned to manage a wide variety of event types. To better organize these functions, I tracked participation numbers for different events. In order to see which activities were most popular, it was important to track how many guests participated in each activity throughout the week. I created and communicated an

improved system that allowed the resort to maintain and develop its resources to improve future functions rather than continually programming activities that were of little or no interest to guests.

I created a training binder of Summit Watch activities for future employees. This way, large amounts of information can be quickly communicated to incoming employees without having to repeatedly explain similar events on an individual basis. This binder showcases pictures of each activity, dates and times of availability, and includes step-by-step instructions regarding how Marriott employees facilitate each activity. This should simplify the training process and require less personnel supervision during the learning process. In addition to the physical binder, all information will be uploaded to a shared drive on the company server so that future activities and events can be added as offerings as the resort continues to expand.

### **Event Categories**

In order to satisfy the needs of our clients, Marriott strives to program activities for all ages, interests, and fitness levels. Marriott offers a myriad of activities in the following categories: fitness, touring, sports, family, kids and special events. The offered activities are detailed in the summary below.

#### **Fitness.**

In addition to our on-site fitness center, the activities staff provides a number of instructor-led fitness classes and hikes. All classes are beginner level and serve as an introductory course in each exercise. Zumba, water aerobics, and yoga classes are all offered throughout the week in both morning and evening time slots to accommodate guests. These classes take place in different locations on our property including the Owner's Lounge, Sport Court, and indoor pool. Our fitness classes have been very popular during the summer season.

Our elderly customers enjoy the water aerobics classes in the morning as well as our sunset yoga while younger participants enjoy evening Zumba classes and outdoor hikes.

In addition to the scheduled fitness classes, I lead hikes to Stewart Falls for intermediate athletes and the Lost Prospector trail for beginners. These hikes take place in the morning for clear, cool conditions though they are dependent on weather conditions. Our Stewart Falls hike is a forty-minute drive from Summit Watch property so transportation and lunch is provided to guests who participate in this activity. Since our Lost Prospector hike is much shorter and closer to the resort, this hike only takes a few hours and our team is prepared with additional first aid and water supplies for guest use and convenience. The hikes were very popular in the summer season and were a repeat hit for our guests.

### **Touring.**

Showing guests around local attractions is important to the vacation experience. The activities center takes guests to the Olympic Park, Temple Square, Homestead Crater, and Mirror Lake. Marriott also works with vendors like Park City Ghost Tours and Park City Food Tours to involve guests in fun activities on Main Street. Marriott also keeps track of local events to incorporate into the schedule. This summer, our department added the Park Silly Sunday Market and the Ogden Utah Temple open house to our schedule. These events were only available for a limited-time so we arranged transportation to these events while they were running during the summer season.

Temple Square tours were booked weekly according to the Mormon Tabernacle Choir rehearsal on Thursday nights. This activity has been a huge success each week as guests eagerly look forward to hearing the choir rehearse. Trips to the Homestead Crater were also been very popular due to the uniqueness of this local geothermal pool. Our other tours were also well

attended throughout the summer season and were a huge attraction for our guests. This year's temple trip and Sunday market were neat new features for our customers that visit us every summer. In order to continue the success of our tours, it will be important to repeat our most successful tour offerings as well as implement new things that are going on in the community.

### **Sports.**

As a haven for outdoor activities, Marriott works with several vendors to provide guests with outdoor sports activities in Park City. Marriott contracted with the Provo River Guide Service to set up fly fishing excursions and also facilitate river rafting trips on the Heber River through Destination Sports. Since these activities require quite a bit more labor, materials, and coordination; there is a steeper fee for participation in these activities. Once again, Marriott provides a discount for guests but not all expenses are covered. These activities were less popular than the company had hoped this summer but many guests seemed interested that these offerings were available. Some guests coordinated these excursions on their own so that they could go at different times and others were interested in other things altogether like horseback riding.

In order to improve our offerings in the future, Summit Watch will need to continue these relationships with vendors and promote them to customers to build their popularity. Since these activities were new to our schedule, some guests did not know that they were offered and did not plan their vacation activities around these new offerings. For the next summer season, Marriott will strive to increase awareness of these offerings and also try to implement horseback riding into our schedule. In addition to coordinating these excursions, the activities center also provides discounts on ATV and bike rentals for guests and hiking and biking trail information.

**Family.**

Several activities have been incorporated for the purpose of entertaining the whole family. Most of these activities take place in the evening after the tours have been finished for the day and most shops downtown have been closed. Games of *Name That Tune*, *How Well Do You Know Your Family*, *Are You Smarter than a 5<sup>th</sup> Grader*, and *Disney trivia* are run to encourage family participation in Marriott activities. There are also complimentary hand treatments and mud mask facials available for older groups. The activities center makes use of the equipment on site by running air hockey tournaments and basketball shoot-outs. Video game tournaments of Mario Kart, Super Smash Bros, and Just Dance are facilitated during the day for guest participation. For movie goers, there are dive-in movies and mid-day matinee activities. Popular family-friendly films are shown at the pool and at our owner's lounge with complimentary popcorn for these events. For those who like more interactivity, Marriott hosts games of cupcake wars, iron chef, junk food bingo, minute to win it, photo scavenger hunts, and s'mores and cocoa nights. Our family activities have been very popular during the summer season, especially the ones that take place in the early evening like dive-in movies and s'mores and cocoa.

**Children.**

For the younger guests, a slew of age-appropriate crafts were created to engage the children along with other activities staff members. Some of these crafts include finger painting, beaded jewelry, craft painting, sand bracelets, candy sushi, decoupage art, postcards, fuse beading, stuffed animals, bandana totes, glass chip magnets, survival bracelets, sand vases, duct tape wallets and tie-dye. These activities give children a chance to explore their creativity and have individualized attention during their vacation. Several events have been created to capture

their interest like our weekly magic show, weekend carnival, Harry Potter party, and Kids Night In; a program that provides kids with dinner and a movie in our activity center for the evening.

These events give the parents a break from looking after the young kids while Marriott staff members watch over them. The kids' activities are a lot more hands-on and require heavy interactivity and engagement with the younger crowd. Participation in these activities was fairly steady throughout the summer. The promotions have to first excite the children to participate in these activities and then convince the parents that these are worthwhile experiences in which to enroll their children. Most of the time, parents were seeking the company out to provide entertainment for their children while they spent an evening on the town.

### **Specials Events.**

As an activities-based resort, it is important for our property to be engaged in events that are promoted by the city as well as other vendors that were of interest to our guests. A few of these summer events that were incorporated include the Olympic Park's All-Star Aerial Show, the Deer Valley Concert series, and local Paint Mixer and Chocolate Tasting Classes. There are a few events that are only for older guests that occur less frequently. These are the beer social, Blues Brews & Brats night, Owner's Social, and a sushi skills class.

Participation in special events varied. Registrations for the Olympic Park show and Deer Valley concerts quickly filled as guests were familiar with those companies and what they had to offer. For special events on-site, there were some weeks of great participation while others lagged. As an activities department, it is important to increase the promotion for scheduled activities in the future. Promotion includes educating guests on what engaging in property events will mean for them and how the experience will enhance their stay. Marriott has started working with the front desk to distribute schedules to guests at check-in and have our receptionists

promote our featured activity of the week to get guests thinking about how to spend their leisure time the minute they begin their stay with us. In the next year's activity inventory, Marriott hopes to see a strong improvement in our special events participation once these changes have been in place for some time.

### **Timeline**

The capstone internship took place during the months of May, June, July, August and continued an extra month of September in 2014. Organization and planning duties took place in May to prepare for guests throughout the summer season. I had regular check-ins with my supervisor regarding required deliverables and research at the completion of the internship. After a thorough discussion of parameters and expectation, I performed a data analysis of GSS responses incorporating all applicable data for activities at the property in 2014. This data is a collection of responses submitted by all guests. Guests receive surveys within twenty-four hours of the conclusion of their stay via email and their responses are immediately sent back to the Summit Watch property for analysis.

At the conclusion of the study, data was analyzed and reviewed by myself, the supervisor, and the Summit Watch leadership team. Each week, events were be evaluated by myself, team members, and the supervisor to analyze the effectiveness of programs and make necessary alterations to events in order to best serve Marriott customers. Research procedures were adjusted to accommodate changes in the sample. Daily journal entries were recorded to effectively evaluate all tasks during the course of the internship and have been included in Appendix A. Conclusions to the research and a formal evaluation took place at the conclusion of the internship.

## Literature Review

### Theory

During the course of my capstone internship, I examined how the assignment exemplified concepts in John A. Ledingham's Relationship Management Theory. This theory purports that "public relations balances the interests of organizations and publics through the management of organization-public relationships" (Ledingham 2003, p. 181). This theory which operates on a relational perspective can be applied to public affairs, community relations, issues management, crisis management, and media relations. In the event planning industry, all of these aspects come together to define the relationship between management and stakeholders. To further define public relations activities, they are those which "initiate, build, and maintain mutually beneficial relationships with internal and external publics" (Bruning et al., 2004, p. 435).

Working in events requires building relationships with vendors, consumers, and team members. Understanding the role of relationships within the industry is critical. The research intends to analyze the four major developments of relational perspective in public relations as defined by Ledingham (2003): 1) the central role of relationships in public relations, 2) reconceptualizing public relations as a management function, and 3) identifying components and types of organization.

The analysis of Relationship Management Theory within the event planning industry not only measured the effectiveness of the organization's public relations, and highlights the observations regarding the importance of relationship networks. The event planning industry relies heavily on stakeholder relationships. The activity log included in this research records my internship responsibilities as I examined how the Marriott Corporation uses their networks to promote Summit Watch events. The analysis deciphers that these relationships are what Waters

classifies as “covenantal relationships” (Waters, 2011, para. 8). Covenantal relationships are identified by Waters as having “the common good of all parties involved [as] the relationship’s goal.” Networks were examined by the strength of their connection to the organization, the benefit of this connection, and whether or not it was mutually beneficial.

### **Application**

In order to best apply Relationship Management Theory in this capacity, it is important to narrow down what Marriott is trying to accomplish in its communication efforts. Harold Lasswell’s theory of communications describes the act as “who says what through which channel to whom with what effect” (Lasswell, 2007, p.216). As a communication professional, my task was to manage Marriott’s relationship with their customers through programmed events. Marriott expresses competence in providing an outstanding vacation experience through the events to their guests so that they will develop a positive relationship with the brand and continue their business with Marriott.

This distinction is crucial to planning efforts as I sought to provide experiences for guests that reinforced their loyalty to the company and created positive word of mouth as they continue to recruit friends and family members to be future guests at Summit Watch. As a communication professional, my goal was to manage public relations efforts through events so that the brand is visible. I ensured that the Marriott brand was be visible as symbolic communication so that customers could associate their needs for family time, recreation, and travel with Marriott. Customers know that they can fulfill those needs through our programmed events. The brand symbol posted prominently at events communicated the brand’s commitment to customer satisfaction in efforts to retain these customers and recruit others as well.

### **Research Questions**

1. Do outstanding events lead to better relationships with clients?

2. Do outstanding events promote owner purchases?
3. How do events for owners and potential owners satisfy Relationship Management Theory?

### **Method**

To further analyze these roles as they apply to my position with Marriott, I sought to understand the effectiveness of Marriott's public relations efforts, its role management, and understanding public relationships including attitudes, perceptions, knowledge and behavior. The data measures the strength of these relationships by assessing consumer attitudes toward the brand and their experience at Summit Watch.

To perform this analysis, I have used secondary data provided by the resort. With the permission of the supervisor, I assessed customer attitudes according to data collected in the last year. The goal of this research is to find which public relations strategies are most effective and to assess the relationship Marriott has with its timeshare customers. With this data, I have created a plan with the company to improve public relations efforts according to Relationship Management Theory and integrate these strategies into worthwhile events that will continue to bring customers to Marriott's timeshare properties.

### **Deliverables**

Throughout the internship, I created several deliverables for the committee to assess my experience and learning. Below is a detailed list of deliverables that are included in this report.

#### **1. Training Binder**

I created a training binder detailing resort activities for new associates. This binder is a collection of physical documents detailing events I have planned and provides details to new associates who will run these events. This deliverable is a reflection of what

responsibilities the activities center has at the resort property. I have provided a copy for the resort to use and a copy for the committee to review which is included in Appendix C.

## **2. Activity Tracking Spreadsheet**

To better manage activity attendance and have more informed communication with our vendors, I have provided a spreadsheet of activity inventory done at the time of my assignment with Marriott. This quantitatively shows which activities our guests enjoy most and allowed me to schedule activities in accordance with what guests most desire during their stay. The spreadsheet is included in Appendix D of this report.

## **3. Work Log**

An activity log will also be provided which will include additional responsibilities and a work journal of weekly experiences. This will allow committee members to understand the details of my assignment and the valuable experiences gained during my employment.

## **4. Supervisor Analysis**

At the completion of my assignment, my supervisor completed an evaluation on my performance. This evaluation has been included in this report and was also sent to corporate offices for the Marriott Vacation Club in Orlando, Florida.

## **5. Research Component**

At the conclusion of the research, I created a detailed report of the findings along with recommendations from the literature of Relationship Management Theory in addition to my personal recommendations. A copy of this analysis is included in the Data Collection section.

## Summary

The data shows a need for the Marriott Summit Watch property to further manage external relationships with other local vendors in order to expand offerings for guests. This is shown in numbers that indicate the availability and variety of activities in Appendix B. While the resort is currently connected with many main street food and shopping vendors, relationships with outside activity providers are limited and need expanding to accommodate the needs of Marriott guests. This can also be done through greater collaboration with Marriott's sister resort in Park City. These improvements will improve guest reports on availability of activities and their interactions with Marriott associates.

Relationship Management Theory focuses on the public relations of a business and their involvement with customers. Communication between the activities department and guests between visits is critical to improve public relations for the resort and encourage guests to make return visits. Public relations can be improved by emailing program offerings to timeshare owners prior to each vacation season to encourage guests to book their next stay as well as making offerings available on social networks and websites. Not only will continued communication with guests improve booking numbers, guests will be more involved in the activity offerings during their stay increasing their interaction with Marriott associates and creating a deeper connection with the company brand.

While guest likelihood of recommending the resort is high as illustrated in Appendix B, providing incentives so that Marriott customers follow through on this inclination is necessary to increase customer willingness to recommend the resort. The Marriott sales department will need to implement offerings of travel points or property incentives like free activities during their stay to those who recommend guest purchases to friends at Marriott Summit Watch. To tie these

incentives directly back to Summit Watch, rewarding guests with a Park City specific experience will boost numbers for this resort.

The capstone internship was selected in order to best utilize obtained communication knowledge and apply it practically in a career setting. This internship has been carefully planned in order to accommodate the necessary requirements as outlined by the Communication Department at Southern Utah University and is subject to the approval of the capstone committee.

## References

- Balls, J. (2014). History of Park City. *Utah History To Go*. Retrieved from [http://historytogo.utah.gov/places/olympic\\_locations/historyofparkcity.html](http://historytogo.utah.gov/places/olympic_locations/historyofparkcity.html)
- Bruning, S.D., Castle, J.D., & Schrepfer, E. (2004). Building relationships between organizations and publics: Examining the linkage between organization-public relationships, evaluations of satisfaction, and behavioral intent. *Communication Studies*, 55(3), 435-446.
- Lasswell, H. (2007). The structure and function of communication in society. *Iletisim Kuram ve Arastirma Dergisi*, 24(1), 215-228.
- Ledingham, J. (2003). Explicating relationship management as a general theory of public relations. *Journal of Public Relations Research*, 15 (2), 181-198.
- Marriott Vacations Worldwide. (2014). *Marriott Vacations Worldwide Reports Fourth Quarter and Full Year 2013 Financial Results and Provides 2014 Outlook*. Orlando: FL: Hansen, J.
- McEntire, K. (2014). 2014 Vacation club comparisons. *Top Ten Reviews*. Retrieved from <http://vacation-club-review.toptenreviews.com/>
- Upchurch, R.S. (2002). Product design evolution in the vacation ownership industry: From fixed weeks to points and vacation clubs. *Palgrave Journals*, 2 (3), 239-253.
- Waters, R.D., Bortree, D.S. (2011). Advancing relationship management theory: Mapping the continuum of relationship types. *Public Relations Review*, 38 (1), 123-127.

## Appendix A

### Internship Work Log

**5/5/14**

Today was my first day as Activities Coordinator at Marriott Summit Watch. I worked with my supervisor to discuss initiatives for Marriott and current policies and procedures on site. I met other staff members working on events and associated with many guests at the facility.

**5/6/14**

Training continued as I surveyed the Park City area and became more familiar with the location and its offerings for residents. I charted local hiking expeditions and took a trip to Heber to visit the Crater, a thermal pool enjoyed by locals and tourists.

**5/7/14**

I trained on the technological aspects of the job as I did billing and social media tasks for our guests. I learned Facebook policies and procedures of the company and discussed options to expand our social media and internet outreach. In addition, I worked with several guests on site to work on indoor activities as the weather turned cold. Several craft activities were planned for the younger kids and a “Kids Night In” was facilitated for the evening so our adult guests could go out for the evening while their children enjoyed pizza, movies, and games.

**5/8/14**

The guests ventured out of Park City today to tour Temple Square, City Creek Center, and other sites in Salt Lake City. I learned the history of these venues and built relationships with these vendors for future visits with guests.

**5/9/14**

At the end of the week, I concluded my training and went over corporate expectations of my position in Activities and learned of areas that the Park City location is hoping to improve.

**5/12/14**

I started on my own discussed special projects with my manager. We decided that staff training was a priority in order to ensure smooth transitions between seasons. It was decided that the binder I would compile would be directed toward associates and would feature either pictures of step by step operations or a video log of how each activity/event is performed in order to train new associates more quickly.

**5/13/14**

I set up appointments to meet with management in other departments to learn as much as I could about the property. I learned how Marriott Vacations gathers data from customers and how the resort manages that feedback. The process is very thorough and I am excited to do more with this data.

**5/16/14**

I spoke with representatives from Corporate today regarding offerings at Summit Watch compared to Florida and other properties being reviewed. It was discussed that a compilation of findings comparing activities would be sent to our office in Park City in order to improve practices with our guests.

**5/17/14**

I followed up with leadership team members to set up meetings to learn more about the property. My supervisor and I worked on organizing our center and following up on items of concern for our guests.

**5/21/14**

Today I worked with Marriott's outside vendors to coordinate some of our activities. I made payments for our Magic show and spoke with the front desk regarding customer payment options (i.e. room charges vs. cash payments for activities.) I was also updated on some of our technology offerings for guests like video games and other equipment. Preparations are in full swing for the busy Memorial Day weekend. The resort is already booked to full capacity meaning that we will have an increased demand for our activity services.

**5/22/14**

I went to a hospitality convention in Downtown Salt Lake. I met with several other hospitality vendors and discussed trends in the industry as well as competitive offerings for clients visiting the Salt Lake and Park City areas. This event was great and I discussed upcoming changes in depth with representatives

from Red Lion, Super 8, and Sundance. While each of our properties is very different, we aim for similar clientele so it was a great experience to network with these individuals and get new ideas.

#### **5/23/14**

Today I met with several members of Summit Watch's leadership team. Accounting representatives discussed with me some of their responsibilities on our property as well as his role in our sister property of Mountainside. The HR Lead explained our compensation and benefits policies for full time workers and the plan hourly employees to eventually become salaried workers. I also worked with my direct supervisor on creating an activities binder that is a hybrid between print instruction and video tutorials to most effectively train new associates on activities that our property is involved in.

#### **5/24/14**

Today I began compiling information for the work log. We have many different offerings so I chose to catalogue them by type so that the information would be more user-friendly. I have broken these items into the following categories: events, activities, off-site, and exercise. This will lead well into further research for my capstone paper.

#### **5/25/14**

I set up some outdoor adventures for guests today. I laid out the Lost Prospector Hike and helped things function during the day at the Activities Center. The holiday weekend is extra busy so we needed to pull in more staffers to cover our demands. With the weather warming up, people are more anxious to get outside so we may open a few more hiking trails and are encouraging guests to try Fly Fishing we have set up through an outside vendor.

#### **5/26/14**

I got in earlier to facilitate a hike to Mirror Lake. Memorial Day is one of our busiest days during the summer so it took extra work to ensure customer satisfaction with Marriott as their vacation provider. We put on several craft projects for kids between their swimming times at the pool. We worked on craft paintings, sand bracelets, and started a giant Jenga tournament.

#### **5/29/14**

We took our guests to downtown Salt Lake for our weekly tour of Temple Square. While I was there, I got updated on Temple Square's procedures for the summer months when tourism peaks. I got a tour of

the roof of the conference center and took a look through the Church History library. The guests were very interested in the population and elevation differences between Park City and Salt Lake.

**5/30/14**

I worked with the engineering, front desk, concierge, and housekeeping departments on site to set up Kids Night In, The Dive-In Movie, and our Mid-day matinee in the owner's lounge. Everyone on property is exceptionally helpful and it is great to work with such a competent team.

**6/2/14**

I spoke with representatives from an outside vendor regarding booking guests at a Marriott discount to expand our offerings for them. I also spoke with Adventure Haus to get our guests involved with four-wheeling which was set up by my supervisor. They would like us to schedule a time next week to check out their equipment and left us with flyers for the guests.

**6/3/14**

I worked with local vendor to create a fun evening activity for our adult guests. This company is located just a few blocks from us making it a great attraction for our guests.

**6/4/14**

Today we did an event called the Owner's Social. This took place in the lounge and was an opportunity for our time share owners to enjoy wine and cheese with other owners and have a chance to talk with our management team including our General Manager. This was an important opportunity to talk with our owner's about their stay and see what they appreciated and ask regarding any suggestions we had. A few asked if we could provide shuttles to our other property Mountainside and others we educated on some of the activities we have that they were not aware of.

**6/5/14**

I spoke with guests again regarding activities they would like to see on our schedule. One guest mentioned that providing a shuttle to the outlet malls would be helpful. I am going to look at Park City bus schedules to see if we can hit some other areas that tourists are interested in that are not currently provided for our guests. I also worked on making sure the inventory in the center is fully stocked.

**6/7/14**

Today the resort is at full capacity with many Utah schools letting out and families coming on vacation. Families with younger kids have been exceptionally interested in our on-site offerings so they could keep travel to a minimum. We increased availability of crafts and on-site events like S'mores night, yoga class, and Harry Potter party to facilitate our demand.

**6/9/14**

I worked on creating local maps for tourists hoping to go on hiking and biking trails. Still fairly new to Park City, I am making it a priority to know about local restaurant recommendations and hours, surrounding attractions, and other facts that would be helpful for our guests.

**6/10/14**

I worked with an outside vendor to improve the experience for our guests. In the past, there has been some confusion with payments, and tour times. We had a great conversation and she offered to take the Activities department on a free tour for our continued support of their business.

**6/11/14**

Today I went with my team to check out some offerings from a local company. This company provides white water rafting. We contracted with them to provide trips with our customers two times per week. The owner was very hospitable and we look forward to doing business with her in the future.

**6/14/14**

I took some guests on a local hike today and discussed our plans to expand our hike offerings. Marriott has invited me to a training webinar for interns across the country. I'm excited to hear what they will tell us. The broadcast will take place in Orlando, Florida which is headquarters for Marriott Vacations Worldwide.

**6/17/14**

Today we had an unexpected snowstorm in the middle of June. This caused some issues for our outdoor plans with guests but everyone was very understanding and willing to adapt plans for the sudden change. We ran a lot of our indoor activities like making sand vases with the kids and running a not-so-newlywed game for our older couples.

**6/18/14**

This week my manager has been out of town so I've been taking some extra hours and responsibilities at work. I was in charge of working with our Owner's Social, Chocolate Tasting Class, Sushi Making, Magic Show, and Dive-In Movie. It was a little more stressful to have more responsibility but also nice to step into that role a little more.

**6/19/14**

Tonight we ran our weekly trip to Temple Square. These last couple of weeks we've had issues with this activity including busted tires and over bookings. It was my job this week to make sure the van was in good working order and that all our associates were aware of proper booking procedures. We changed all the tires on the car to ensure the safety of our guests and had our waitlisted guests follow the van so that we could include more people in our offerings. This activity is one of our most popular each week so we wanted to make sure that all systems were working. I'm happy to report that things went well and all crises were averted.

**6/24/14**

Today I had the opportunity to be involved in corporate training with other interns around the United States. This took place in the form of webinars with some of the senior management in Orlando, Florida. They told us about some of their career paths and opened the time up for a Q&A with all of the interns. It was fun to be a part of this meeting even though I was at a distance in Park City. It's great to see how passionate the Marriott leadership is about their core values and mission and helping interns succeed.

**6/26/14**

Thursdays are busy at Summit Watch with our Olympic Park and Temple Square tours and the kid favorite Harry Potter party. I spent the morning setting up for these events and meeting with Engineering and Housekeeping managers for additional training and to ensure everything was in order.

**6/27/14**

Today we had a guest favorite activity, our weekly Blues Brews and Brats social. We bring staff from the front desk to come help us serve a friendly BBQ for our guests at the Activity Center pool. Our GM came to socialize with the guests and ask them about their stay. This activity takes a lot of preparation as we have grills going and a live band to set up. The work was well worth it though as many of our guests were delighted by what we had to offer.

**6/28/14**

I worked with one of our supervisors to adapt some of our hikes for guests that are less physically able. Most of our offerings are intermediate level with the strenuous incline that nature surrounds us with. We are working on creating more of a nature walk for guests not up for that intensity.

**6/30/14**

We're working on updating Technology at Summit Watch. Our speaker system and iPod for the Name that Tune activity is very out of date, so we will work with our yearly budget to see how soon we can get that fixed for our guests. The projector stand for our Dive-In Movie is also inefficient and border line hazardous so we have ordered the parts to fix that right away to improve our offerings.

**7/1/14**

Tonight I worked with our younger residents in an activity called Kids Night In. This activity allows the parents to enjoy a fun night out while we chaperone their little ones. It's fun to work with our younger residents because while they may not be paying for the reservation, their satisfaction greatly determines whether or not their families will return.

**7/7/14**

We used the kids' love of video games to our advantage in programming activities today. We hosted a Mario Kart Tournament and a Just Dance party to increase the competition in these popular games. It was a great success and allowed the kids to interact with those outside of their own family.

**7/9/14**

I talked with my supervisor about putting our activity offerings online rather than just on-site. We've had issues in the past because the city changes their schedule which throws off our residents. Our GM sits on the Park City Council so we are hoping to get this miscommunication fixed, though it may not be in the near future.

**7/10/14**

Some unexpected lightning storms have thwarted our plans to use the pool and caused us to think of more ways to entertain inside. I am working on an internship project for Marriott to create a training binder for future associates. So far, I am working on ways to film each of the activities.

**7/12/14**

Today some of the coordinators met with our supervisor to discuss how to improve our Guest Satisfaction Survey result. Our activities center always has a lot going on and we have experienced difficulty with our limited staff to book reservations, run activities, coordinate with vendors, and other assignments. In addition, our housekeeping department has not been thorough in their responsibilities with our facility which has reflected negatively on our department. The activities department is working to ensure that our customers have an enjoyable experience not only with our activities but with their entire Marriott experience.

**7/16/14**

Our focus this week was promoting our owner's social, which is a chance for Marriott Timeshare owners to enjoy the afternoon with our leadership team on property. We had a successful meeting regarding some upcoming changes and really enjoyed fraternizing with the guests.

**7/17/14**

We had a great group for our weekly temple square tour tonight. We are working with the sister missionaries on-site to improve our weekly bookings with them. We've recently created agendas for our guests providing dinner options and emergency contacts which they appreciate.

**8/2/14**

Today I lead a large group on the Lost Prospector hike here in town. We had a wide range of athletic ability to I worked hard to challenge the front runners while also striving to not lose track of those lagging behind. We had a great hike and found a lost dog that we were able to return to its owner.

**8/3/14**

Tonight I ran my first beer social. It was a pretty low key event that catered to our older crowd. The Activity Center is usually overrun with kids playing video games and air hockey so the adults appreciated the chance to unwind and relax in a much calmer environment.

**8/7/14**

We took our weekly trip to temple square with a smaller number of passengers. This group was less interested in the planned tour and just wanted to explore downtown Salt Lake. We did what we could to accommodate their requests while also remaining on schedule.

**8/12/14**

We've incorporated a trip of Northern Utah into our schedule. The Mormon temple in Ogden Utah is having an open house and guests are eager to see it. We've also incorporated lunch and a trip to Devil's Slide to fill the trip for our guests.

**8/13/14**

Tonight was full of activities with our Owner's Social, Magic Show, and Dive-in movie. Thankfully we were able to get all of our technical difficulties from weeks before taken care of and could provide an enjoyable experience for our guests.

**8/14/14**

Tonight I took some guests on our weekly tour of Temple Square. I participated with the guests this week to get a better idea of how their experience was and ways that we could improve. We are working to get a better reservation system with the sister missionaries and allowing for more time for the guests to enjoy the choir, as that is often the reason that guests go in the first place.

## Appendix B

## Guest Satisfaction Survey Data

Variety of resort activities						
2014						
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	59	53	89.8%	323	276	85.4%
West	59	53	89.8%	323	276	85.4%
Summit Watch	59	53	89.8%	323	276	85.4%
Unknown	-	-	-	-	-	-
Member or Owner at this Property	7	6	85.7%	65	58	89.2%
Guest of Owner	2	1	50.0%	9	8	88.9%
Rental guest	11	10	90.9%	65	54	83.1%
Other MVC Owner or GRC Member	14	14	100.0%	95	78	82.1%
Non-Marriott Owner exchanging	25	22	88.0%	89	78	87.6%

Availability of resort activities						
2014						
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	56	48	85.7%	325	282	86.8%
West	56	48	85.7%	325	282	86.8%
Summit Watch	56	48	85.7%	325	282	86.8%
Unknown	-	-	-	-	-	-
Member or Owner at this Property	7	6	85.7%	70	67	95.7%
Guest of Owner	2	1	50.0%	9	8	88.9%
Rental guest	10	9	90.0%	66	56	84.8%
Other MVC Owner or GRC Member	14	14	100.0%	96	79	82.3%
Non-Marriott Owner exchanging	23	18	78.3%	84	72	85.7%

Activity Center/Kids' Area						
2014						
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	34	30	88.2%	196	165	84.2%
West	34	30	88.2%	196	165	84.2%
Summit Watch	34	30	88.2%	196	165	84.2%
Unknown	-	-	-	-	-	-
Member or Owner at this Property	6	5	83.3%	36	31	86.1%
Guest of Owner	2	1	50.0%	10	6	60.0%
Rental guest	7	7	100.0%	39	34	87.2%
Other MVC Owner or GRC Member	7	6	85.7%	57	46	80.7%
Non-Marriott Owner exchanging	12	11	91.7%	54	48	88.9%

The pool(s)						
2014						
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	54	39	72.2%	329	282	85.7%
West	54	39	72.2%	329	282	85.7%
Summit Watch	54	39	72.2%	329	282	85.7%
Unknown	1	-	-	1	-	-
Member or Owner at this Property	5	4	80.0%	77	72	93.5%
Guest of Owner	3	2	66.7%	13	12	92.3%
Rental guest	14	9	64.3%	66	55	83.3%
Other MVC Owner or GRC Member	11	8	72.7%	91	75	82.4%
Non-Marriott Owner exchanging	20	16	80.0%	81	68	84.0%

Friendliness						
	2014			2014		
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	93	88	94.6%	572	541	94.6%
West	93	88	94.6%	572	541	94.6%
Summit Watch	93	88	94.6%	572	541	94.6%
Unknown	1	-	-	1	-	-
Member or Owner at this Property	10	9	90.0%	119	114	95.8%
Guest of Owner	3	3	100.0%	14	13	92.9%
Rental guest	23	21	91.3%	145	132	91.0%
Other MVC Owner or GRC Member	23	22	95.7%	164	159	97.0%
Non-Marriott Owner exchanging	33	33	100.0%	129	123	95.3%

Level of knowledge						
	2014			2014		
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	92	86	93.5%	568	527	92.8%
West	92	86	93.5%	568	527	92.8%
Summit Watch	92	86	93.5%	568	527	92.8%
Unknown	-	-	-	-	-	-
Member or Owner at this Property	10	9	90.0%	118	112	94.9%
Guest of Owner	3	3	100.0%	14	12	85.7%
Rental guest	23	20	87.0%	145	130	89.7%
Other MVC Owner or GRC Member	23	22	95.7%	163	152	93.3%
Non-Marriott Owner exchanging	33	32	97.0%	128	121	94.5%

Helped with questions						
2014						
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	93	87	93.5%	570	531	93.2%
West	93	87	93.5%	570	531	93.2%
Summit Watch	93	87	93.5%	570	531	93.2%
Unknown	1	-	-	1	-	-
Member or Owner at this Property	10	9	90.0%	119	113	95.0%
Guest of Owner	3	3	100.0%	14	13	92.9%
Rental guest	23	20	87.0%	145	130	89.7%
Other MVC Owner or GRC Member	23	22	95.7%	162	152	93.8%
Non-Marriott Owner exchanging	33	33	100.0%	129	123	95.3%

Understood individual needs						
2014						
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	92	83	90.2%	567	513	90.5%
West	92	83	90.2%	567	513	90.5%
Summit Watch	92	83	90.2%	567	513	90.5%
Unknown	-	-	-	-	-	-
Member or Owner at this Property	10	9	90.0%	119	108	90.8%
Guest of Owner	3	2	66.7%	14	11	78.6%
Rental guest	23	20	87.0%	144	127	88.2%
Other MVC Owner or GRC Member	23	22	95.7%	163	152	93.3%
Non-Marriott Owner exchanging	33	30	90.9%	127	115	90.6%

Well maintained facilities						
	2014					
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	93	85	91.4%	575	521	90.6%
West	93	85	91.4%	575	521	90.6%
Summit Watch	93	85	91.4%	575	521	90.6%
Unknown	1	-	-	1	-	-
Member or Owner at this Property	10	9	90.0%	117	110	94.0%
Guest of Owner	3	3	100.0%	14	13	92.9%
Rental guest	24	20	83.3%	148	127	85.8%
Other MVC Owner or GRC Member	23	23	100.0%	167	153	91.6%
Non-Marriott Owner exchanging	32	30	93.8%	128	118	92.2%

Experienced problems during stay						
	2014					
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	94	27	28.7%	577	131	22.7%
West	94	27	28.7%	577	131	22.7%
Summit Watch	94	27	28.7%	577	131	22.7%
Unknown	1	1	100.0%	1	1	100.0%
Member or Owner at this Property	10	2	20.0%	119	25	21.0%
Guest of Owner	3	-	-	14	-	-
Rental guest	24	9	37.5%	148	36	24.3%
Other MVC Owner or GRC Member	23	8	34.8%	166	34	20.5%
Non-Marriott Owner exchanging	33	7	21.2%	129	35	27.1%

Satisfaction with problem resolution						
	2014			2014		
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	24	17	70.8%	110	62	56.4%
West	24	17	70.8%	110	62	56.4%
Summit Watch	24	17	70.8%	110	62	56.4%
Unknown	-	-	-	-	-	-
Member or Owner at this Property	1	-	-	21	14	66.7%
Guest of Owner	-	-	-	-	-	-
Rental guest	9	4	44.4%	31	11	35.5%
Other MVC Owner or GRC Member	8	7	87.5%	29	16	55.2%
Non-Marriott Owner exchanging	6	6	100.0%	29	21	72.4%

Likelihood of recommending resort						
	2014			2014		
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	94	85	90.4%	575	501	87.1%
West	94	85	90.4%	575	501	87.1%
Summit Watch	94	85	90.4%	575	501	87.1%
Unknown	1	-	-	1	-	-
Member or Owner at this Property	10	9	90.0%	119	112	94.1%
Guest of Owner	3	3	100.0%	14	14	100.0%
Rental guest	24	19	79.2%	148	115	77.7%
Other MVC Owner or GRC Member	23	23	100.0%	166	146	88.0%
Non-Marriott Owner exchanging	33	31	93.9%	127	114	89.8%

Likelihood of staying at resort in the future						
	2013			2014		
	PTD Resp	PTD Count	PTD %	YTD Resp	YTD Count	YTD %
Total	93	79	84.9%	574	490	85.4%
West	93	79	84.9%	574	490	85.4%
Summit Watch	93	79	84.9%	574	490	85.4%
Unknown	1	-	-	1	-	-
Member or Owner at this Property	10	9	90.0%	119	117	98.3%
Guest of Owner	3	3	100.0%	14	13	92.9%
Rental guest	23	17	73.9%	145	106	73.1%
Other MVC Owner or GRC Member	23	19	82.6%	166	141	84.9%
Non-Marriott Owner exchanging	33	31	93.9%	129	113	87.6%

## Appendix D

## Activity Tracking Spreadsheet

**Activity Participant Tracking –2014**

<u>Activity</u>	PD1	PD2	PD3	PD4	PD5	PD6	PD8
Adult Lap Swim	2	6	9	0	37	34	21
Afternoon Hike	0	0	0	0	0	4	8
Air Hockey Tournament	4	10	12	13	5	32	16
Are You Smarter Than A 5th Grader?	0	0	0	0	0	0	41
Bandana Pillows	0	8	0	0	0	0	0
Bandana Totes	0	7	0	14	6	1	30
Basketball Shootout	0	0	0	0	4	22	21
Beaded Jewelry	0	0	0	0	0	46	0
Beer Social	0	53	83	67	39	59	116
Beginner Yoga	3	5	12	9	11	24	47
Blues, Brews & Brats	0	0	0	0	0	50	269
Board Game Party	0	0	0	0	0	0	0
Candy Leis	0	0	0	0	0	0	46
Candy Sushi Rolls	0	0	0	0	69	105	10
Carnival	0	0	0	0	0	0	39
Chocolate Tasting	0	0	30	28	32	34	45
Country Line Dancing	0	0	0	0	0	0	0
Craft Painting	12	47	12	29	16	17	3
Craft Catch Up	0	0	0	0	0	0	15
Crater Tour	7	6	4	17	30	13	41
Cupcake Wars	0	0	0	0	2	30	48
Cupcake Wars Judging	0	0	0	0	2	4	59
Decoupage Art	0	2	12	7	0	0	0
Disney Party	0	0	0	0	0	0	0
Disney Trivia	0	0	0	0	0	0	21
Dive In Movie	8	36	97	161	47	132	99
Duct Tape Wallet	10	7	11	22	3	31	14
Face Painting	0	0	0	0	0	0	0
Finger Painting	5	28	8	70	17	19	27
Fly Fishing	0	0	0	0	5	8	15
Fuse Beading	0	0	0	12	12	7	8
Giant Jenga	3	7	16	0	3	9	0
Ghost Tours	2	7	16	0	2	38	12

Glass Chip Magnets	4	4	3	2	0	14	0
Golfing at Crater Springs	0	0	0	0	0	0	0
Half Day Mountain Biking	0	0	0	0	0	0	0
Hand Treatments	0	4	2	0	20	19	14
Harry Potter Party	13	4	22	30	11	48	38
Hot Tub Blackjack	0	0	0	0	0	9	8
How Well Do You Know Your Family	5	7	39	32	0	0	0
Iron Chef	0	0	0	20	22	29	15
Iron Chef Judging	0	0	0	0	0	4	60
Junk Food Bingo	12	57	37	110	0	127	92
Just Dance Party	0	7	4	10	7	0	0
Kids Nite In	4	24	23	20	1	3	36
Magic Show	0	0	46	12	35	54	70
Mario Kart Tournament	0	0	0	8	5	7	69
Mid-Day Matinee	2	2	2	16	2	9	0
Minute to Win it	5	13	12	15	25	12	14
Mirror Lake	0	0	0	0	0	11	14
Morning Hike/lost prospector	0	0	0	0	5	3	20
Mud Masks	1	15	6	19	13	22	14
Name That Tune	0	21	7	8	14	6	109
Northern Utah Day Trip	0	0	0	0	0	0	14
Not-So-Newlywed Game	0	0	0	0	0	24	0
Olympic Park Shuttle	0	10	5	10	8	12	18
Owner's Social	52	63	0	0	0	28	55
The Paint Mixer	0	26	13	16	7	4	15
Park City Food Tour	0	0	0	0	2	2	0
Photo Scavenger Hunt	2	3	9	3	0	8	0
Pie Eating Contest	0	0	0	0	0	0	0
Ping Pong Tournament	0	0	0	0	0	4	0
Postcards/pop up cards	0	0	0	0	0	6	20
River Rafting and BBQ	0	0	0	0	0	0	9
River Rafting and Deli	0	0	0	0	0	4	16
Sand Bracelets	4	0	0	14	5	22	4
Sand Vases	0	4	0	8	5	26	9
Ski Concierge	2	10	0	3	0	0	0
Sledding	0	17	8	0	0	0	0
S'mores & Cocoa	9	60	128	157	71	205	128
Snowmobiling	3	15	8	8	0	0	0
Snowshoe Hike	0	4	11	0	0	0	0

Stewart Falls Hike	0	8	0	0	0	32	30
Stretch Fitness	0	0	0	0	0	10	0
Stuffed Animals	4	37	19	23	39	7	7
Smash Brothers Brawl	0	2	0	8	2	13	0
Survival Bracelets	1	6	2	5	3	13	12
Sushi Skills	0	0	0	0	0	7	6
Temple Square Tour	0	5	0	0	4	35	54
Texas Hold 'Em	0	0	0	0	0	2	0
Tie Dye Pillowcases	1	6	5	14	1	16	1
Tie Dye T-Shirts	0	11	3	0	0	36	18
Tissue Paper Flowers	0	20	16	10	0	3	0
Trivia	0	0	0	0	0	0	0
Water Aerobics	0	11	3	0	0	2	27
Wine Tasting and Education	3	10	9	8	0	0	0
Zumba	0	10	9	8	0	0	32
	183	715	764	1038	649	1617	2087