

 **ESTABLISHING CREDIBILITY**

 **PRINCIPLES OF INTERPERSONAL COMMUNICATION**

 **PRINCIPLES FOR & TYPES OF BUSINESS MESSAGES**



LEARNING OBJECTIVES

After studying this chapter, you should be able to do the following:

- | | |
|---|--|
| LO13.1 Explain how completed reports affect your credibility. | LO13.4 Design your reports to aid in decision making. |
| LO13.2 Create specific and persuasive proposals. | LO13.5 Project objectivity in reports. |
| LO13.3 Demonstrate excellent thinking by applying a precision-oriented style to reports. | LO13.6 Review reports for effectiveness and fairness. |



WHY DOES THIS MATTER?

Your primary goal as you draft business reports is to improve decision making. More so than routine business correspondence, reports should be built on thorough, precise, and reliable information and analysis and should offer advice to help decision makers—typically middle-level and upper-level managers—make informed choices. As a report writer, your personal credibility is tied to how well you provide facts, conclusions, and positions that help decision making (competence), involve decision makers and address their needs (caring), and report information honestly and transparently (character).

Chapter 12 discussed collecting primary and secondary research for business reports and displaying the data in meaningful charts and tables. In this chapter, we focus on putting it all together. As you do with other written documents, when writing reports, you'll focus on achieving the right style, design, and tone. We focus first on style, emphasizing the importance of absolute precision. Next, we discuss design, which you can use to ensure that decision makers rapidly pull out the most important pieces of information. Finally, we focus on achieving an objective tone.

This chapter contains two sample reports: one based on primary research and one based on secondary research. There are far too many types of reports to display in this chapter. You can see more examples of business reports, including business plans, in the appendixes and in the online resources at www.mhhe.com/cardon.

The examples throughout this chapter are based on the continued case of the Prestigio Hotel. Read the chapter case to get reacquainted with the situation.

Hear Pete Cardon explain why this matters.
bit.ly/cardon13

L013.1 Explain how completed reports affect your credibility.

CHAPTER CASE CONDUCTING RESEARCH AT AICASUS TOURS



WHO'S INVOLVED

Shania Baker



Owner of Baker Consulting

- Her business specializes in conducting market research and helping businesses develop plans to improve customer satisfaction and customer service
- Started her consulting business about one year after graduating with a major in statistics and a minor in finance

Jeff Anderton



Market Research Associate

- Has worked at Aicasus Tours for three months
- Roles include conducting research about new markets and tracking customer satisfaction
- Graduated a year ago with a marketing major and statistics minor

Andrea Garcia



Director of Marketing

- Has worked as director of marketing for one year
- Started at Aicasus Tours nearly nine years ago in a position similar to Jeff's market research associate position
- Expects well-analyzed, organized, polished reports

(Shania Baker character): Aleksandar Mijatovic/123RF; (Jeff Anderton character): Kate Kunz/Glow Images; (Andrea Garcia character): Andres Rodriguez/123RF



THE SITUATION

Aicasus Tours relies on a third party to annually conduct customer satisfaction research about its hotel properties so that the results are considered neutral and objective. In recent years, Shania Baker has conducted this research. Once again, Andrea has asked her to submit a proposal to conduct the annual survey. Andrea informed Shania that the marketing team would also seek other bids for this project.

Andrea has asked Jeff to write a report about the business opportunities associated with virtual reality (VR). She views this as an area of strategic concern. Jeff has collected secondary research and interviewed several VR developers who have successfully created VR content in the travel and tourism industry. Now, he needs to think about how to put all of the information together.

TASK

1

Shania will write a formal business proposal to Aicasus Tours. She knows that several other vendors are competing for this project.

2

Jeff will compose a report about the current use of VR in the travel and tourism industry and recommend courses of action for Aicasus Tours.

3

Shania will write a report about the results of the guest satisfaction survey and deliver it to the Aicasus Tours marketing team. She knows her future opportunities depend on the quality of this report.

Developing Business Proposals

LO13.2 Create specific and persuasive proposals.

Components of a Business Proposal

- Cover Page
- Executive Summary
- Current Situation
- Specific Objectives
- Deliverables Overview
- Timeline
- Results Enhancers
- Pricing/Budget

Prior to examining reports in depth, we briefly discuss business proposals. Some proposals lead to business reports. For example, you'll notice that the proposal in Figure 13.1 leads to the report in Figure 13.7. You will likely have many opportunities to write proposals. If you're good at it, you gain resources—financial resources and organizational support—to follow through on your business goals and objectives.

Most proposals deal with decisions about allocating resources for various business activities. Proposals generally explain why business goals are beneficial and how you will use resources (people, time, partnerships, finances, etc.) to reach these goals. Proposals vary substantially in length and format. They range from a page or two to several hundred pages. Some proposals require a standard format, whereas others are more flexible.

Some of the most common elements of proposals, especially for consulting, include an explanation of the current situation (usually addressing an unresolved problem), specific objectives, a deliverables overview, a timeline, results enhancers (why you or your organization are positioned to add value), and pricing or budget (if appropriate). Most successful proposal writers speak to decision makers (supervisors, clients, or others) before submitting an official proposal. By negotiating some of the details ahead of time, proposal writers have a better sense of what decision makers want and expect. This helps proposal writers make decisions about how to structure the proposal to persuade decision makers. In Figure 13.1, you can see a simple proposal from Shania Baker for a relatively small project. As you view this proposal, notice the focus on action. One common mistake of proposal writers is to leave out details about deliverables and timelines.

FIGURE 13.1

Proposal to Conduct a Guest Satisfaction Survey

Proposal to Conduct Guest Satisfaction Survey for the Prestigio Hotel and Resort

Submitted by Shania Baker, Baker Consulting
October 1, 2019

Executive Summary

The *Executive Summary* provides the most essential points from the proposal.

Baker Consulting proposes conducting a guest satisfaction analysis for the Prestigio Hotel and Resort. Baker Consulting will provide the following: (1) design and administration of a guest satisfaction survey; (2) a written guest satisfaction report; and (3) a guest satisfaction briefing to the marketing team. Prior to conducting the survey, the Prestigio Hotel and Resort will provide an email list of recent conference attendees and other requested information. The proposed price is \$5,000, which includes a \$2,000 up-front fee prior to conducting the guest satisfaction survey and a \$3,000 final payment once the final guest satisfaction report is completed and delivered.

Current Situation

Guest satisfaction has always been the foundation for repeat business at the Prestigio. With so many online reviews of hotels readily available to meeting planners, the importance of achieving high guest satisfaction ratings is more important now than ever. Since 2013, the Prestigio has evaluated guest satisfaction and future intentions among conference attendees with an annual survey to help determine priorities in improving guest satisfaction. In the past four years, the Prestigio has evaluated conference attendees' views in the following areas: overall satisfaction, intent to return, intent to recommend, conference meals, meeting rooms, and staff and service.

Past surveys of guest satisfaction have not addressed several areas of interest to the Prestigio: (1) guests' views of Internet pricing and the business center and (2) guests' actual use of conference services and amenities. Also, prior analysis of guest satisfaction has not differentiated guest satisfaction by gender and income.

Specific Objectives

The *Current Situation* section describes the basic challenges that need to be addressed and solved.

1. Conduct a survey of conference attendees in the following areas:
 - A. Satisfaction with conference services and amenities
 - B. Actual use of services and amenities by conference guests
 - C. Repeat business indicators: overall satisfaction, intent to return, and intent to recommend
2. Complete a guest satisfaction report:
 - A. Provide complete analysis of each survey area
 - B. Analyze based on income level and gender
 - C. Provide realistic recommendations
3. Provide a guest satisfaction briefing to the marketing team

The *Specific Objectives* section provides clear statements about outcomes of the proposed work.

FIGURE 13.1

(Continued)

Deliverables Overview

Baker Consulting will provide the following deliverables:

1. *A guest satisfaction briefing and discussion.* Baker Consulting will provide a written report, a 2-hour presentation and discussion, and a digital file with raw data from completed surveys.
2. *A written guest satisfaction analysis.* The report will include all survey findings. The report will be roughly ten pages.
3. *Raw data from the online survey.* Baker Consulting will provide a spreadsheet with all original survey responses.

The *Deliverables* section describes the items and services that will be provided.

The Prestigio Hotel and Resort will provide the following:

1. Two meetings between Baker Consulting and Prestigio Hotel and Resort to provide needed information for the research.
2. Email addresses to conference attendees during 2019.

Timeline

The *Timeline* section clearly states when key activities will occur and when deliverables are due.

Date to Complete	Activity
November 15	Kick-off meeting at Baker Consulting office with the Prestigio marketing team (estimate: 1-1/2 hours).
December 15	Follow-up meeting to discuss survey design (estimate: 1 hour).
January 15	The Prestigio will provide all available email addresses of conference attendees during 2019.
February 1	Guest satisfaction report and raw data provided to the Prestigio.
February 15	Guest satisfaction briefing to the Prestigio marketing team.

Pricing and Payment Plan

The following table summarizes the price for this project based on my standard rates for soliciting survey responses and completing customer satisfaction reports.

Activity	Rate	Total
Survey design and administration	Standard rate for 10-item survey	\$2,000
Data analysis	\$150 per hour (10 hours)	\$1,500
Guest satisfaction report	\$150 per hour (10 hours)	\$1,500
		\$5,000

The total pricing for conducting the guest satisfaction research and creating a guest satisfaction report is \$5,000. This includes two payments: an up-front fee of \$2,000 and a final payment of \$3,000 when the guest satisfaction report is delivered.

The *Pricing and Payment Plan* section states the pricing for products and/or services and expectations for payment.

Demonstrating Excellent Thinking by Applying a Precision-Oriented Style

The most basic and critical component of any report is precision in thinking as reflected in style—meaning that it offers accurate, well-documented facts; good reasoning for conclusions; and a solid basis for recommendations (see Figure 13.2). The foundation for these facts, conclusions, and recommendations must be a well-stated business problem or challenge. In short, a report that facilitates effective decision making must demonstrate excellence in thinking.

In Jeff's case, he spends several months working from start to finish on his two research projects. After clearly articulating the business problem, he collects all the necessary information, carefully checks the reliability of each of his sources, examines the facts from many angles as he develops conclusions and recommendations, and asks various colleagues about their perspectives. His critical thinking skills allow him to apply a precision-oriented style to his reports.

LO13.3 Demonstrate excellent thinking by applying a precision-oriented style to reports.

 **connect**

Visit <http://connect.mheducation.com> for an exercise on this topic.

Start with a Clear Statement of the Business Problem or Challenge

Placing a clear statement of the central business problem or challenge at the beginning helps establish the purpose and value of the report. Without such a statement, reports lack direction and may be perceived as unimportant. Also, without such a statement, decision makers may view the report writer as naive and excessively optimistic.

Problem statements are most effective when they provide the unique context of the problem for the organization and reflect an appropriate sense of urgency. Typically, such statements should be one to three paragraphs long. Notice how Jeff establishes the direction of the VR report in Table 13.1.

Use Fact-Based Language

Precision in reports relies on facts. You can raise the credibility of your report by (1) supplying the facts with precision, (2) providing supporting details for your conclusions, (3) carefully dealing with predictions and cause/effect statements (see Table 13.2), and (4) responsibly citing your research sources (see the next section about documenting secondary research).

Document Secondary Research and Avoid Plagiarism

By nature, decision makers adopt a methodical and skeptical approach to making investments, changing strategies, and making other substantial changes. They expect quality information to make these decisions. By documenting your sources, you allow decision makers to judge the quality of your data. Decision makers are also looking for signals that you have been methodical in collecting, analyzing, and reporting findings. By documenting your sources, you display your thorough, detail-oriented approach.

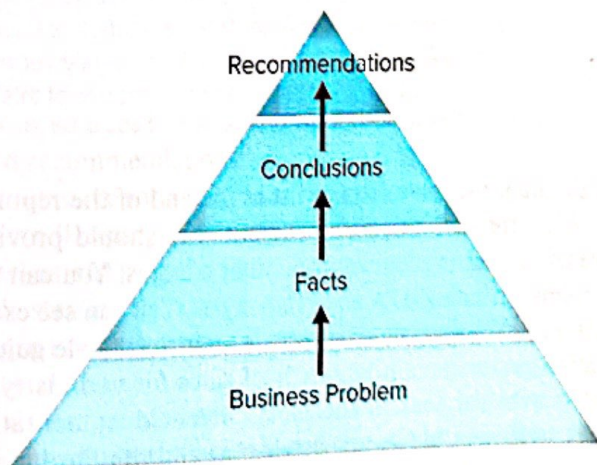


FIGURE 13.2

Excellence in Thinking for Reports

TABLE 13.1

Problem Statement or Business Challenge

Less Effective	More Effective
<p>Virtual reality (VR) tools increasingly allow users to experience films and other content in more realistic, multisensory, and even adventurous ways. Many companies in the hospitality and tourism sector are exploring how to create new business opportunities with VR. Some companies have already succeeded in using VR content to market their sites and services as well as to enhance tour experiences. Therefore, we need to get in this space quickly.</p>	<p>Virtual reality (VR) tools increasingly allow users to experience films and other content in more realistic, multisensory, and even adventurous ways. One indicator of the growing demand for VR content is the demand for VR headsets. In 2018, global shipments of VR headsets amounted to 13.5 million. The demand for VR headsets is expected to more than double by 2023. Yet, a small overall percentage of consumers own VR headsets or regularly view VR content. Most experts suggest VR as a mainstream experience is still three to five years in the future (Hollander, 2018).</p> <p>Many companies in the hospitality and tourism sector are exploring how to create new business opportunities with VR. Some companies have already succeeded in using VR content to market their sites and services as well as to enhance tour experiences. Yet, while investments in VR may create competitive advantage, they involve significant risk and uncertainty. In this section, we describe two emerging functions of VR in our industry: (a) marketing sites and services and (b) enhancing the travel experience. Then, we describe the benefits and risks of developing and adopting VR content. Overall, the aim of our report is to evaluate the business opportunities of developing VR content for Aicasus Tours.</p>
<p>This brief statement focuses only on the opportunity. It doesn't draw any attention to the basic problem that needs to be solved. Most decision makers would increase their skepticism as a result.</p>	<p>This problem statement provides sufficient context to communicate the opportunities of developing VR. Yet, in each paragraph, it addresses the problems associated with developing VR content: uncertainty and risk because VR is not a mainstream experience yet.</p>
<p>Since 2013, we have evaluated guest satisfaction and future intentions among conference attendees with an annual survey. This report provides the results of this year's survey as well as year-to-year comparisons for the past five years.</p>	<p>Guest satisfaction has always been the foundation for repeat business. With so many online reviews of hotels readily available to meeting planners, achieving high guest satisfaction ratings is more important now than ever. Since 2013, we have used an annual survey to evaluate guest satisfaction, assess future intentions of conference attendees, and determine how we can improve guest satisfaction. This report provides the results of this year's survey as well as year-to-year comparisons for the past five years.</p>
<p>This statement fails to explain the basic purpose and value behind conducting the surveys.</p>	<p>By adding a few additional thoughts in just two sentences, this problem statement establishes the importance of using the survey to improve guest satisfaction and, consequently, repeat business. Furthermore, it explains the increased urgency of this effort.</p>

Typically, you should provide a reference list at the end of the report that contains all your sources. Also, throughout your document, you should provide citations to indicate the information you have drawn from other sources. You can use a variety of *documentation* systems, including APA and MLA styles. You can see examples of these two styles in Table 13.3. You should, however, use an official style guide to document with precision. Style guides contain hundreds of rules for various types of sources. Additionally, many websites contain the most current documentation guidelines, including the APA style website (www.apastyle.org) and the Purdue Online Writing

TABLE 13.2

Using Fact-Based Language

Less Effective	More Effective
Nearly all of our respondents reported satisfaction with their conference experiences.	Overall, the vast majority (84 percent) of our respondents reported satisfaction with their conference experiences.
This fact is imprecise and open to interpretation.	By providing the exact percentage in parentheses, this fact is precise.
Many of our prior customers expressed interest in viewing VR content as they make tour decisions.	Many of our prior customers expressed interest in viewing VR content as they make tour decisions (see Table 1). Among customers who own tethered VR headsets, nearly three quarters (73%) expressed interest. For mobile VR headset owners and customers without VR headsets (in the survey, we suggested we would send them Google Cardboard headsets), roughly one-quarter (28%) expressed interest.
Without a supporting fact, this conclusion may be viewed as unsubstantiated or merely the writer's opinion.	This conclusion is immediately substantiated with supporting statistics (facts). It references a table with additional details.
In consultation with developers, each short VR film would cost only \$5,500. At such a low cost, we're basically guaranteed a return on our investment.	In consultation with three VR developers, we estimate each short VR film of roughly two minutes can be produced for approximately \$5,500 (includes equipment purchases). We could rely on our permanent tour guides at various locations to oversee the recording of the tour footage (J. Hardaway, personal communication, September 14, 2019; K. Cafferty, personal communication, September 15, 2019; M. Dipprey, personal communication, September 14, 2019).
This statement guarantees that the investment will bring a return. Many decision makers would view the statement as naïve. This statement lacks many details (i.e., type and number of developers who were consulted, length of videos) that can enhance credibility.	This set of more specific statements demonstrates a cautious but confident analysis of production costs. The citations bolster the credibility of the analysis.

Lab (<http://owl.english.purdue.edu>). Also, if you will spend a lot of time writing reports that need documentation, you might explore some of the available software to help in this process (see the Technology Tips box in the “Achieving Objectivity and Positivity through Tone” section in this chapter).

Although you will generally base your reports on secondary research, you must still demonstrate your originality in thought. That is, your goal is to combine information from your various sources in novel and insightful ways and thereby generate your own conclusions and recommendations.

To develop original reports, make sure that you avoid all forms of **plagiarism**. According to the *Merriam-Webster Online Dictionary*, to plagiarize is to “steal and pass off (the ideas of another) as one’s own” and “to commit literary theft.”¹ Thus, plagiarism is serious; it is literally stealing the ideas of others.

To avoid plagiarism on a sentence and paragraph level, document all references to the ideas of others, including (1) direct quotations, (2) paraphrases, and (3) other instances in which you borrow or reference the ideas of others. **Direct quotations** are verbatim restatements from another source. Use direct quotations only when the quotation

TABLE 13.3

References in APA and MLA Documentation Styles

	APA	MLA
Book	Rubin, P. (2018). <i>Future presence: How virtual reality is changing human connection, intimacy, and the limits of ordinary life</i> . San Francisco, CA: HarperOne.	Rubin, Peter. <i>Future Presence: How Virtual Reality Is Changing Human Connection, Intimacy, and the Limits of Ordinary Life</i> . HarperOne, 2018.
Report from an organization (white paper)	Resnick, M., & McGovern, J. (2018, December 4). <i>How architecting for next-generation experiences helps to deliver customer and business outcomes</i> . Stamford, CT: Gartner.	Resnick, Marty, and James McGovern. <i>How Architecting for Next-Generation Experiences Helps to Deliver Customer and Business Outcomes</i> . Gartner, 2018.
Scholarly or scientific journal	Wagler, A., & Hanus, M. D. (2018). Comparing virtual reality tourism to real-life experiences: Effects of presence and engagement on attitude and enjoyment. <i>Communication Research Reports</i> , 35(5), 456–464.	Wagler, Adam, and Michael D. Hanus. "Comparing Virtual Reality Tourism to Real-Life Experiences: Effects of Presence and Engagement on Attitude and Enjoyment." <i>Communication Research Reports</i> , vol. 35, no. 5, pp. 456-64.
Magazine/periodical	Porter, M. E., & Heppelmann, J. E. (2017, November/December). Why every organization needs an augmented reality strategy. <i>Harvard Business Review</i> , 95(6), 46–57.	Porter, Michael E., and James E. Heppelmann. "Why Every Organization Needs an Augmented Reality Strategy." <i>Harvard Business Review</i> , Nov.-Dec. 2017, pp. 46-57.
Conference paper	Jung, T., tom Dieck, M. C., Moorhouse, N., & tom Dieck, D. (2017, March 30). <i>Tourists' experiences of virtual reality applications</i> . Paper presented at the 2017 IEEE International Conference on Consumer Electronics (ICCE), Las Vegas, NV.	Jung, Timothy, M. Claudia tom Dieck, Natasha Moorhouse, and Dario tom Dieck. "Tourists' Experiences of Virtual Reality Applications." 2017 IEEE International Conference on Consumer Electronics (ICCE), 8 Jan 2017, Las Vegas, NV. Conference presentation.
Webpage (A variety of rules for online sources exist. Check a formatting guide to help you decide which information to provide.)	Hollander, R. (2018, March 27). When it comes to VR hardware, consumers are balancing price point and experience. <i>Business Insider</i> . Retrieved from www.businessinsider.com/the-vr-hardware-report-2018-3	Hollander, Rayna. "When It Comes to VR Hardware, Consumers Are Balancing Price Point and Experience." <i>Business Insider</i> , www.businessinsider.com/the-vr-hardware-report-2018-3 . Accessed 3 April 2019.
Personal interviews	(J. Hardaway, personal communication, September 14, 2019)* *Not included in reference list; used as in-text citation only.	Hardaway, Jane. Personal interview. 14 September 2019.
In-text citations	(Wagler & Hanus, 2018)	(Wagler & Hanus)

contains a particularly compelling combination of words, flows effectively with your paper, and emphasizes the credibility of the original speaker or writer. In most situations, you should paraphrase rather than use direct quotations. **Paraphrasing** involves using your own words to express the meaning of the original speaker or writer. When you paraphrase, you significantly alter the original words and sentence structure, but you still need to give credit to the original speaker or writer for the idea. Notice Table 13.4 for examples of using direct quotations and paraphrasing in ways that avoid plagiarism.²

The best way to avoid plagiarism on a documentwide level is to demonstrate originality of thought—supplying your own ideas, conclusions, and recommendations that you support by weaving together information from a variety of sources. If the majority of ideas in your report are based on just one or two sources, your report is essentially plagiarized.

TABLE 13.4
Citing Secondary Sources of Information and Avoiding Plagiarism

Original Statement from Source	<p>In July 2008, as the process became more involved, the committee began working with ASTM International, a voluntary standards-development organization. Through each stage, members of the ASTM community have read and voted on the evolving document, including people unfamiliar with the meetings industry. Spatrisano was hoping to submit the standards for the final balloting process at the end of September. "There have been some philosophical disagreements," notes Spatrisano, "such as how you determine what 'recycled' means, as in whether a recycled item contains preconsumed products or just postconsumed. That's one of the issues we are tied up in."</p> <p><small>Source: Braley, S. J. F. (2010, October). Guidelines for green meetings: M&C previews the forthcoming APEX initiative. <i>Meetings & Conventions</i>, 45(10), 57.</small></p>	
Situation	Plagiarized Statement	Non-plagiarized Statement
Direct quotations	<p>Spatrisano explained that there have been some philosophical disagreements such as how you determine what "recycled" means (Braley, 2010).</p>	<p>As Spatrisano explained, "There have been some philosophical disagreements . . . such as how you determine what 'recycled' means" (Braley, 2010, p. 57).</p>
	<p>Although this statement contains an in-text citation, it is plagiarized because it does not use quotation marks to indicate verbatim statements from Spatrisano.</p>	<p>This statement correctly identifies the direct quotation with quotation marks and includes a source and page number.</p>
	<p>In July 2008, as the process became more involved, the committee began working with ASTM International, a voluntary standards-development organization.</p>	<p>"In July 2008, as the process became more involved, the committee began working with ASTM International, a voluntary standards-development organization" (Braley, 2010, p. 57).</p>
	<p>This statement is extremely deceptive; it presents verbatim text from another source without any documentation.</p>	<p>This statement is technically not plagiarized. It uses quotation marks and indicates the source and page number of the original source. However, direct quotes should be used selectively, and this statement is unlikely to flow more smoothly than a simple paraphrase.</p>
Paraphrasing	<p>The ASTM/APEX process became more involved in July 2008, when ASTM International (a voluntary organization that develops standards) became involved. ASTM community members studied and voted on an evolving document at various stages. The final balloting will end around September after Spatrisano submits the standards (Braley, 2010).</p>	<p>The Convention Industry Council has partnered with ASTM International to develop industry standards for green meetings. These evolving standards will go up for vote in September (Braley, 2010).</p>
	<p>This statement is plagiarized because it retains essentially the same set of ideas with nearly identical phrases and sentence structures. Such minor alterations are not considered paraphrasing.</p>	<p>This statement reflects the meaning of the original source but is reworded sufficiently. It correctly identifies the source of the information. It is effective to the degree it flows with the ideas before and after the paraphrasing.</p>

TABLE 13.4

(Continued)

Situation	Plagiarized Statement	Non-plagiarized Statement
Other forms of borrowing the ideas of others	The process of developing industrywide standards is complicated. For example, even coming to agreement about the definition of a seemingly basic term such as <i>recycled</i> is a matter of contention. Currently, members are divided as to whether recycled items refer to those with <i>preconsumed</i> or <i>postconsumed</i> products (Braley, 2010).	The process of developing industrywide standards is complicated. For example, Amy Spatrisano, principal of MeetGreen, has indicated that even coming to agreement about the definition of a seemingly basic term such as <i>recycled</i> is a matter of contention. Currently, members are divided as to whether recycled items refer to those with <i>preconsumed</i> or <i>postconsumed</i> products (Braley, 2010).
	This statement partially identifies the source of this information. However, it can provide more complete accounting of where the information came from by identifying who originally stated these ideas.	By including a reference to the person who originally provided these ideas, this article provides more complete information about the original source of ideas.

Base Recommendations on Facts and Conclusions in the Report

One of the foremost goals of many reports is to give good advice, but business professionals often fail to sufficiently connect their recommendations to their facts and conclusions. If decision makers are to take your report seriously and feel comfortable acting on it, they must be able to see clear connections between the facts and conclusions you present and the related recommendations, as depicted in Figure 13.3.

FIGURE 13.3

Basing Recommendations on Facts and Conclusions

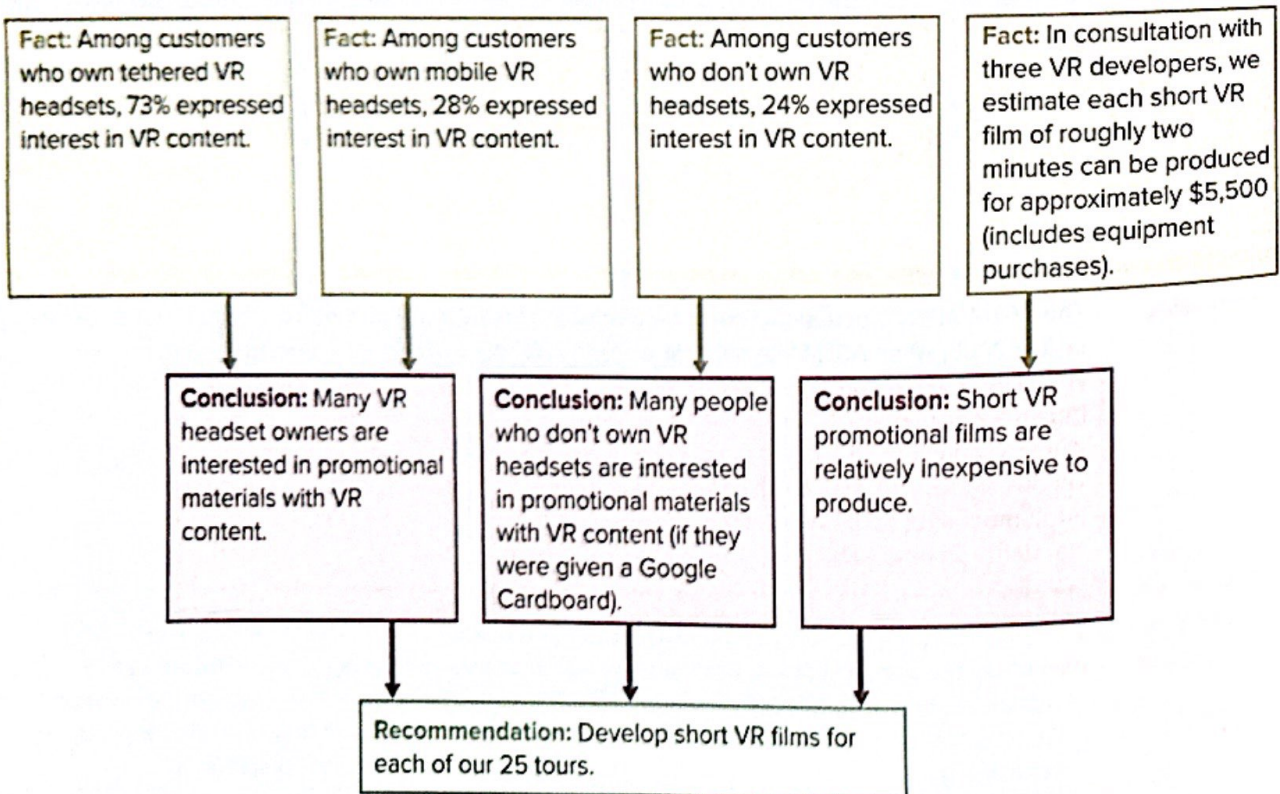


TABLE 13.5

Making Recommendations Specific and Actionable

Less Effective	More Effective
<p>Send VR headsets to key customers.</p> <p>This recommendation is vague and lacks important details.</p>	<p>Send inexpensive mobile VR headsets to key customers. At an estimated cost of \$10,000 (1,000 Google Cardboard headsets with a cost of \$10 per headset, including shipping), we can send mobile VR headsets to prior customers identified as most likely to purchase future tours. We recommend evaluating their purchase behavior to create an ROI analysis of the mobile VR headset strategy.</p> <p>This recommendation contains a rationale as well as concrete details about the quantity and costs of VR headsets.</p>
<p>Place VR headsets at our major offices.</p> <p>This recommendation is vague. It indicates a superficial, nonthorough effort to provide advice.</p>	<p>Place high-quality VR headsets in our 10 major offices. At an estimated cost of \$40,000, we can market our tours with high-quality VR experiences at our major offices. We recommend tracking which tours our customers view and how that impacts their ultimate decision making.</p> <p>This recommendation is specific and provides elaboration about a detail all decision makers are interested in: evaluating impact.</p>

Provide Specific and Actionable Recommendations

In addition to being based on facts and conclusions in the report, recommendations must be specific and actionable. Many business professionals run out of steam by the end of the report or are reluctant to take a firm position, so they provide vague and sometimes superficial recommendations. Make sure you provide recommendations that are sufficiently detailed and realistic for decision makers (see Table 13.5). You can elaborate on your recommendations with a section on your rationale, the implications of your recommendations, and clear steps to take toward implementation.

Designing Your Reports to Help Decision Makers

Some decision makers will read your reports from start to end. Others will try to glean the key messages by first reading the summary and headings before reading the report completely. Other decision makers will skim the report due to time pressures. In any case, assume that decision makers may not read your report from start to end, and design it so they can navigate the information rapidly.

One way to make your report easy to navigate is to provide a structure that decision makers are familiar with. Figure 13.4 contains sample structures from common types of business reports. Some formal reports contain many additional components, as illustrated in Figure 13.5. These additional components can be classified as front matter, text, and back matter.

LO13.4 Design your reports to aid in decision making.

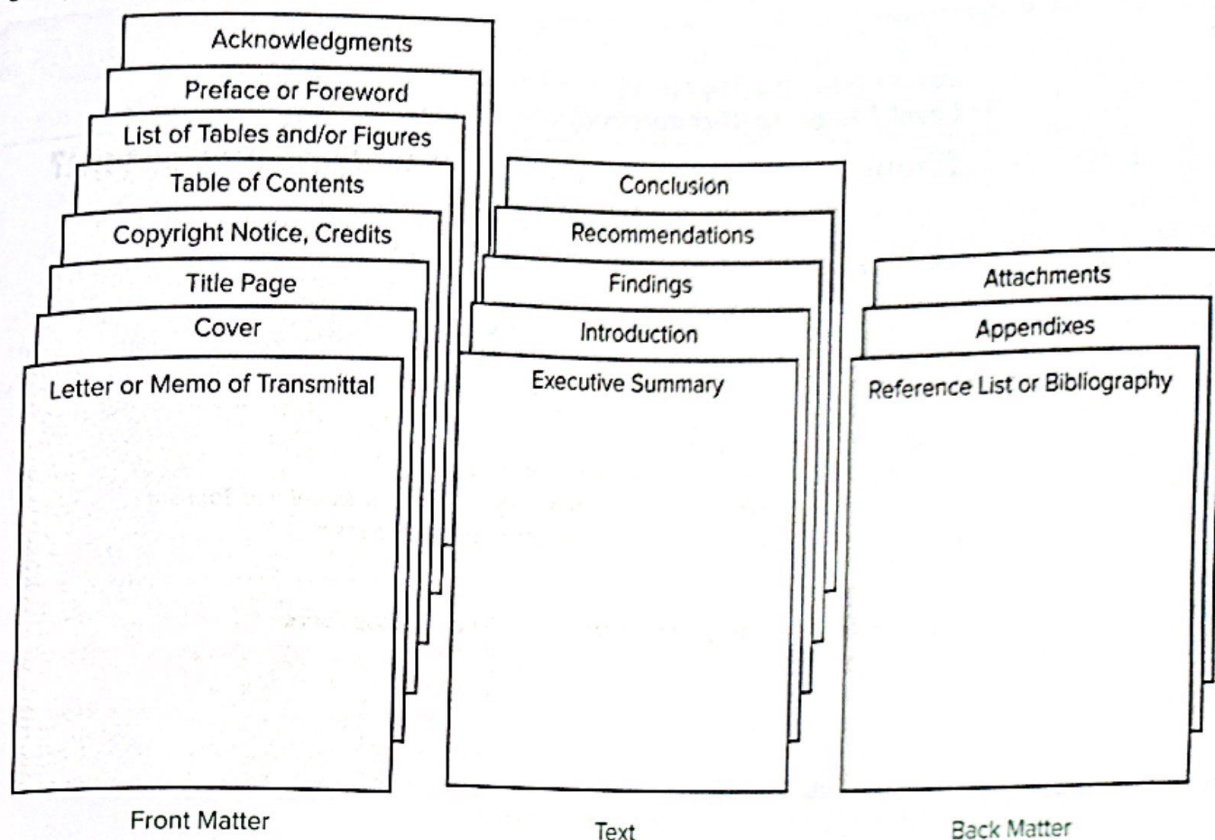


Tell the Story of Your Report with an Executive Summary

As you glance through Figure 13.4, you'll notice that one section common to all of these reports is the *executive summary*. Nearly all reports, especially those that are more than a few pages long, contain one at the beginning. The purpose is to summarize the most important contents, including key findings, conclusions, and

FIGURE 13.4
Common Structures for Business Reports³

<p>Components of a Survey Report</p> <hr/> <p>Executive Summary Introduction and Background Methodology Findings Conclusions Recommendations References Appendixes</p>	<p>Components of a Trend Report</p> <hr/> <p>Executive Summary Introduction Background Trend Analysis Recommendations References Appendixes</p>	<p>Components of a Business Proposal</p> <hr/> <p>Cover Page Executive Summary Current Situation Specific Objectives Deliverables Overview Timeline Results Enhancers Pricing/Budget</p>
<p>Components of a Business Plan</p> <hr/> <p>Cover Page Executive Summary Business Description and Vision/General Company Business Objectives Description of the Market/Market Analysis Description of the Products and Services Organization and Management Marketing and Sales Strategy Financial Management Appendixes</p>	<p>Components of a Strategic Plan</p> <hr/> <p>Cover Page Executive Summary SWOT Analysis Vision, Mission, Values Strategic Objectives Action Items Implementation Process Evaluation</p>	<p>Components of a Progress Report</p> <hr/> <p>Executive Summary Introduction Background Accomplishments Problems Future Plans/Timeline Conclusion References Appendixes</p>
<p>Components of an Annual Report</p> <hr/> <p>Cover Narrative Statements (letter to stockholders from the CEO—functions as executive summary, company overview, mission statement, history) Financial Statements (income statement, balance sheet, cash flow, auditor's report) References Appendixes</p>	<p>Components of a SWOT Analysis</p> <hr/> <p>Executive Summary Strengths Weaknesses Opportunities Threats Recommendations References Appendixes</p>	<p>Components of a Marketing Plan</p> <hr/> <p>Executive Summary Market Research Product Competition Mission Statement Marketing Strategies Pricing Positioning/Branding Budget Marketing Goals/Objectives</p>

FIGURE 13.5
Components of a Formal Report⁴


recommendations, so that busy executives and other decision makers can quickly understand and act on the report.⁵ A good executive summary “demonstrates that you can clearly focus on your goals and state, in no-nonsense fashion, who you are, what you want, and where you are going.”⁶ Generally, an executive summary should be about 1 page long for every 10 to 20 pages in the report. You can see two examples of executive summaries in the sample reports in the “Assessing Key Features of a Completed Report” section as well as an executive summary for the business plan in the Bonus Appendix.

Provide the Story Line with Descriptive Headings and Other Content Markers

Nearly all reports contain *headings* to help readers quickly navigate. Particularly with reports, decision makers often skim from section to section to find information. At a minimum, you will include first-level headings. For reports over five pages, you will likely use second-level headings and perhaps even third-level headings (see Table 13.6). In addition to accurately showing what is contained in each section, headings should also demonstrate the basic logic of a report. Notice in the left-hand column in Table 13.6 how Jeff uses headings to develop the basic story line of the report: business problem \Rightarrow opportunities and risks \Rightarrow options \Rightarrow advice.

Although your reports must generally follow a fairly standard order with regard to contents, you do have some flexibility in how you label your headings. Where possible, opt for descriptive titles and headings that help your readers quickly recognize the value and contents of any given section. Notice in Table 13.7 how minor changes can make headings more efficient and engaging.

TABLE 13.6

Providing Clear Headings That Support a Story Line

Heading Structure (should stay consistent throughout document)	Title (14-pt bold) Level-1 Heading (11-pt bold) Level-2 Heading (11-pt italicized)
Title is descriptive	Should Aicasus Tours Invest in Virtual Reality Content?
Story of the report	Executive Summary
Business problem or challenge	Introduction to Virtual Reality for Travel and Tourism
Opportunities and risks	<ul style="list-style-type: none"> • <i>Marketing Travel with Virtual Reality</i> • <i>Enhancing the Travel Experience with Virtual Reality</i> • <i>Return on Investment (ROI) for Virtual Reality Initiatives in Travel and Tourism</i> • <i>Drawbacks and Risks of Virtual Reality for Travel and Tourism</i>
Options	Options for Developing Virtual Reality Content at Aicasus Tours <ul style="list-style-type: none"> • <i>Develop Short VR Films for Marketing Purposes</i> • <i>Promote Select Tours with Our VR Films at Our Agency Locations</i> • <i>Create VR Content for Several Strategic Tours</i>
Advice	Recommendations <ul style="list-style-type: none"> • Develop short VR films for each of our 25 tours. • Send inexpensive mobile VR headsets to key customers. • Place high-quality VR headsets in our 10 major offices. • Create a three-part series of 15-minute VR films for our European Pipe Organs Tour.

TABLE 13.7

Creating Headings to Help Decision Makers Navigate the Document

Less Effective	More Effective
<p>A Report on Virtual Reality Use in the Travel and Tourism Industry</p> <p>This title is difficult to process with a variety of noun clusters.</p>	<p>Should Aicasus Tours Invest in Virtual Reality Content?</p> <p>This title is more intriguing and signals to the decision maker the central direction of the report.</p>
<p>VR Options</p> <p>This brief heading in isolation tells little about the contents of the section.</p>	<p>Options for Developing Virtual Reality Content at Aicasus Tours</p> <p>The addition of just a few words clarifies what will be included in this section.</p>

Use Preview Statements to Frame Your Messages and Accentuate Takeaway Messages

Reports are often lengthy and dense, so preview statements can help decision makers follow the direction of your text. Also, preview statements frame the message, allowing readers to create a mental map of your key takeaway messages (see Table 13.8).

In this section, we describe VR trends and opportunities.

In this section, we describe two emerging functions of VR in our industry: (a) marketing sites and services and (b) enhancing the travel experience. Then, we describe the benefits and risks of developing and adopting VR content. Overall, the aim of our report is to evaluate the business opportunities of developing VR content for Aicasus Tours.

This short, abrupt statement leaves readers with no direction about the trends. If the readers do not read further, they will not have any indication of the key takeaway messages.

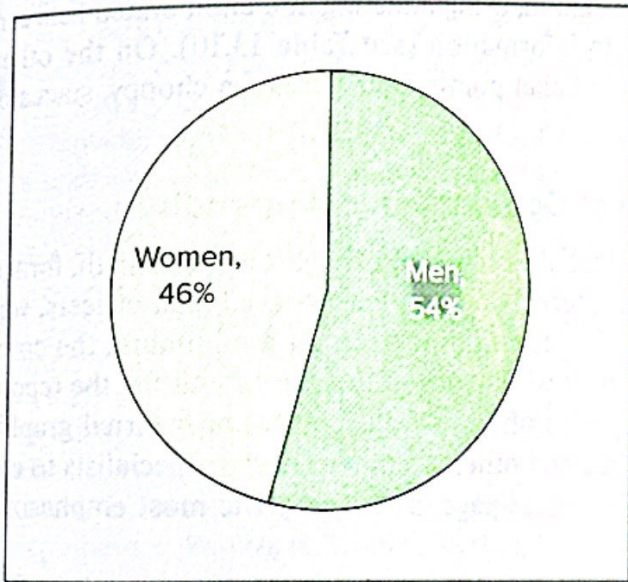
This preview statement—in just a few sentences—creates the mental map for decision makers as they read further and groups the takeaway messages all in one place.

TABLE 13.9

Using Charts to Support the Story Line of the Report

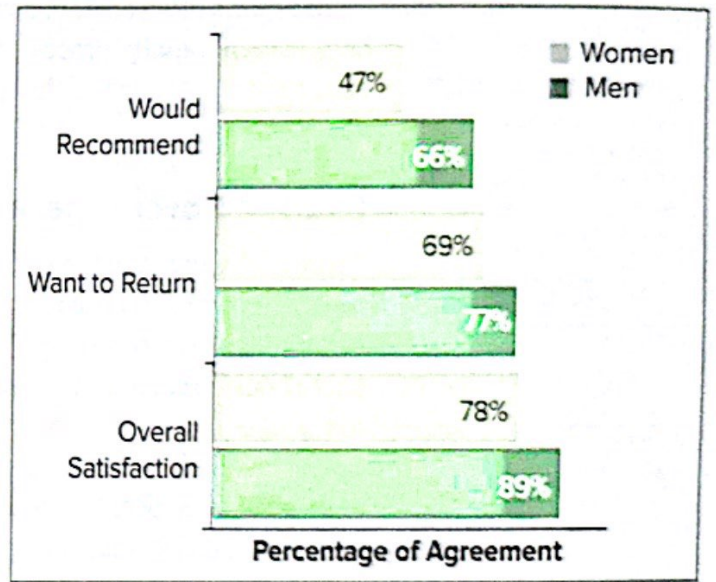


Figure 1. Gender Composition of Survey Respondents



This chart presents a set of statistics that is peripheral to the main themes of the report. Therefore, it is not a strategic use of space.

Figure 1. Guest Satisfaction by Gender



This chart is central to the story line of the report, as one key theme is how women and men perceive conference experiences differently.

Insert Charts and Tables to Draw Attention to Your Key Points

Reports based on research data frequently include *tables* and *figures* (including charts) to supplement the text. You will apply principles for tables and charts that you learned in Chapter 12. Keep in mind that the purpose of tables and charts is first and foremost to fit into the story line you have established for your report. Also, tables and charts should simplify or clarify complicated numerical information that may bog down your reader in text (see Table 13.9).

Less Effective

Based on the existing research about using VR content for promoting and enhancing tours and our own survey work, we recommend Aicasus Tours adopt a VR initiative that positions us as an early adopter of travel-enhancing technologies. Yet, we also recommend avoiding excessive risk. Specifically, we recommend the following: We should develop short VR films for each of our 25 tours; send inexpensive mobile VR headsets to key customers; place high-quality VR headsets in our 10 major offices; and create a three-part series of 15-minute VR films for our European Pipe Organs Tour.

This passage is too dense to read and process quickly.

Based on the existing research about using VR content for promoting and enhancing tours and our own survey work, we recommend Aicasus Tours adopt a VR initiative that positions us as an early adopter of travel-enhancing technologies. Yet, we also recommend avoiding excessive risk. Specifically, we recommend the following:

1. Develop short VR films for each of our 25 tours.
2. Send inexpensive mobile VR headsets to key customers.
3. Place high-quality VR headsets in our 10 major offices.
4. Create a three-part series of 15-minute VR films for our European Pipe Organs Tour.

By using bullets, readers can much more quickly digest the information.

Technology Tips

USING SOFTWARE TO PROVIDE STRUCTURE AND DOCUMENTATION

Most word processing software packages—notably Microsoft Word—contain features to help you provide structure and documentation to your reports.

Using Word, you can accomplish some of the following tasks in your reports:

- Create a table of contents that can be automatically updated as you make revisions.
- Create your own styles that apply to headings (Title, Heading 1, Heading 2).
- Use captions for tables and figures that automatically update numbers as you work on the document.
- Use cross-referencing so that if you change the order of referenced objects, any references to objects in the text are updated with the new object reference number.
- Use co-authoring tools.

You can also use Word to help you document the information contained in your reports. Typically, you'll use the following sequence:

Create a source. You'll use a simple wizard that walks you through the information you need to provide. Word automatically generates the reference in APA or MLA style and places it in the reference list. Word also keeps track of sources you've used in any project. So, you have a library of sources to access any time in the future.

Create an in-text citation. Within your report where you want to insert a citation, simply use the Insert Citation feature, select the reference, and click OK: Word automatically inserts a properly formatted in-text citation.

Your challenge: Take a research paper you've done before. Re-create several paragraphs that contain in-text citations. Use these reference tools in Word. How well does it work? How can it help you work more efficiently?

Should Aicarus Tours Invest in Virtual Reality Content?

Update Table

Contents	
Executive Summary	2
Introduction to Virtual Reality for Travel and Tourism	2
Marketing Travel with Virtual Reality	3
Enhancing the Travel Experience with Virtual Reality	4
Return on Investment (ROI) for Virtual Reality Initiatives in Travel and Tourism	5
Drawbacks and Risks of Virtual Reality for Travel and Tourism	6
Options for Developing Virtual Reality Content at Aicarus Tours	6
Develop Short VR Films for Marketing Purposes	6
Promote Select Tours with Our VR Films at Our Agency Locations	7
Create VR Content for Several Strategic Tours	8
Recommendations	8
References	9
Appendix	11

Microsoft Word

Create Source

Type of Source: Journal Article Language: Default

Bibliography Fields for IEEE

Author: Wagler, A., Hamus, M. D. [EDIT]

Corporate Author

Title: Comparing virtual reality tourism to real-life experiences: Effects of presence and engagement on

Journal Name: Communication Research Reports

Year: 2018

Pages: 456-464

Volume: 25

Issue: 4

Show All Bibliography Fields

Tag name: Example: 12

Wag18

OK Cancel

Microsoft Word

Microsoft Word interface showing the References tab. The ribbon includes options like Insert Endnote, Next Footnote, Smart Researcher, Lockup, Footnote, Show Notes, Research, Manage Sources, Style: IEEE, Insert Citation, Bibliography, Insert Caption, and Cross-reference. The document text shows a citation: "Wagler, A., Hamus, M. D. Comparing virtual reality tourism to real-life experiences: Effects of presence and engagement on attitude and enjoyment, (2018). Enhancing the Travel Experience with Virtual Reality." Below the text, there are buttons for "Add New Source..." and "Add New Choices..."

Microsoft Word

other words, project objectivity first and positivity second. Furthermore, ensure that your enthusiasm and strong positive emotion do not appear to cloud your judgment. In Table 13.11, notice the comparisons between two alternative approaches to writing an executive summary. As you read through these passages, consider how to strike the right balance between objectivity and positivity.

Each of these use cases about VR to enhance tours shows tremendous potential. Research conclusively shows tourists enjoy these experiences and want to experience them again. Industry experts suggest these use cases can significantly enhance many tours, particularly those involving culture, history, and nature (Gerrity, 2018). These are exactly the types of tours we offer our sophisticated, educated customers. We definitely have a first-movers advantage to get into this space ahead of our competitors to gain a long-term advantage.

To assess interest in VR content as part of the tour experience, we surveyed former customers for the following three tours: (a) European Pipe Organs Tour, (b) Medieval Castles Tour, and (c) Redwood Forest Meditation Tour. Before answering survey items, customers watched a two-minute video explaining how VR headsets could be used in these tours. The short videos contained pictures and three sample video clips.

What is absolutely clear from the surveys is there is strong interest in VR content to enhance these tours (and think how much more interest they would show if they actually experienced VR rather than our explanation of what it's like). They were most interested in these tours in the following order: (1) European Pipe Organs Tour, (2) Medieval Castles Tour, and (3) Redwood Forest Meditation Tour. I strongly urge us to immediately begin production on VR content for these tours so we can reap the benefits and gain valuable strategic knowledge about how to enhance tours with VR. We anticipate explosive growth in this area, and we should certainly get on board before other companies do.

The tone of this passage projects excessive enthusiasm and perhaps a rush to action. Some of the adjectives are exaggerated, perhaps displaying an imprecise, unprofessional approach to the report.

Each of these use cases about VR to enhance tours shows potential. Research shows tourists enjoy these experiences and want to experience them again. Still, most of these examples involve limited development and adoption. Industry experts suggest these use cases can significantly enhance many tours, particularly those involving culture, history, and nature. Further, experts suggest more sophisticated content that includes social content and gamification features can make tours more fun (Gerrity, 2018).

To assess interest in VR content as part of the tour experience, we surveyed former customers for the following three tours: (a) European Pipe Organs Tour, (b) Medieval Castles Tour, and (c) Redwood Forest Meditation Tour. Before answering survey items, customers watched a two-minute video explaining how VR headsets could be used in these tours. The short videos contained pictures and three sample video clips.

Prior customers of the Redwood Forest Meditation Tour were the least interested in VR content to enhance their experience (see Table 2). About one in five prior customers thought VR content could significantly enhance the tour, and just 3 percent thought this tour feature would increase the likelihood of selecting the tour. However, most prior customers of the European Pipe Organs Tour expressed interest in viewing VR content. About three-quarters of prior customers thought VR content could significantly enhance the tour, and about half thought this tour feature would increase the likelihood of selecting the tour. Since the European Pipe Organs Tour appears most promising, we recommend creating a three-part series of 15-minute VR films for this tour. This will serve as a pilot to determine whether we should continue developing VR content to enhance tours.

The tone of this passage projects objectivity. The adjectives are businesslike and measured. A tempered *can-do* attitude emerges without sacrificing the sense that the research is methodical, thorough, and unrushed.

Assessing Key Features of a Completed Report

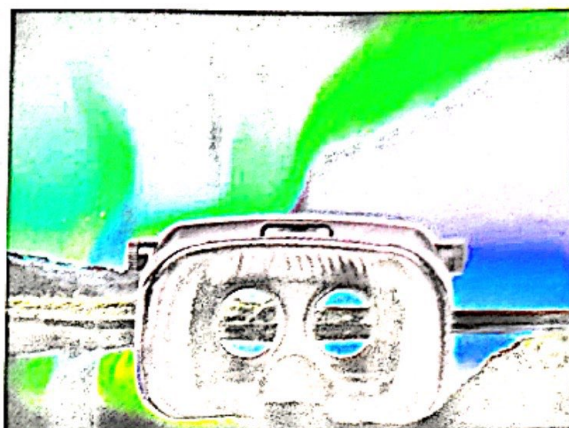
In the upcoming pages, you can see two examples of business reports. The first (Figure 13.6) is based on primary and secondary research. It can be classified as a *business trend* or *business issue* report. The second (Figure 13.7) is based on survey results, which is primary research. Although you will find that reports vary greatly in purpose and length, as you glance through these examples, consider the key features to strive for in all your reports: value to decision makers, precision, documentation, easy navigation, and objectivity. Also, notice how the report in Figure 13.7 is in slide deck format. Many reports, particularly survey reports, are increasingly created in slide deck format. This

FIGURE 13.6

Business Report with Secondary Research

Should Aicasus Tours Invest in Virtual Reality Content?

Prepared by Jeff Anderton and Barbara Brookshire
October 2019



iMoved Studio/Shutterstock; Cultura/Image Source

The executive summary tells the story of the report so the busy reader can get the gist of the content.

Executive Summary

Virtual reality (VR) tools increasingly allow users to experience films and other content in more realistic, multisensory, and even adventurous ways. Some companies in the hospitality and tourism sector are exploring ways to create business opportunities with VR by marketing tours and by enhancing tours.

The most common application of VR in hospitality and tourism is marketing. Marketing with VR helps promote lesser-known destinations and showcase the many available tour experiences in an area. Destination managers, tour companies, airlines, and hotels have successfully used VR content to market tourism sites. Many VR designers are in the early stages of creating content to enhance tours. Industry experts suggest tourists will enjoy certain types of tours—particularly those involving culture, history, and nature—much more with VR content. While cases of strongly positive ROI for applications of VR in marketing are well documented, much less is known about ROI for applications of VR to enhance tours.

Based on the existing research about using VR content for promoting and enhancing tours and our own survey work, we recommend Aicasus Tours adopt a VR initiative that positions us as an early adopter of travel-enhancing technologies. Yet, we also recommend avoiding excessive risk. Specifically, we recommend the following:

1. Develop short VR films for each of our 25 tours.
2. Send inexpensive mobile VR headsets to key customers.
3. Place high-quality VR headsets in our 10 major offices.
4. Create a three-part series of 15-minute VR films for our European Pipe Organs Tour.

The executive summary concludes with recommendations.

Introduction to Virtual Reality for Travel and Tourism

Introduction includes a problem statement.

Virtual reality (VR) tools increasingly allow users to experience films and other content in more realistic, multisensory, and even adventurous ways. One indicator of the growing demand for VR content is the demand for VR headsets. In 2018, global shipments of VR headsets amounted to 13.5 million. The demand for VR headsets is expected to more than double by 2023. Yet, a small overall percentage of

(Continued)

consumers own VR headsets or regularly view VR content. Most experts suggest VR as a mainstream experience is still three to five years in the future (Hollander, 2018).

Many companies in the hospitality and tourism sector are exploring how to create new business opportunities with VR. Some companies have already succeeded in using VR content to market their sites and services as well as to enhance tour experiences. Yet, while investments in VR may create competitive advantage, they involve significant risk and uncertainty. In this section, we describe two emerging functions of VR in our industry: (a) marketing sites and services and (b) enhancing the travel experience. Then, we describe the benefits and risks of developing and adopting VR content. Overall, the aim of our report is to evaluate the business opportunities of developing VR content for Aicasus Tours.

Headings clearly state section content.

Marketing Travel with Virtual Reality

Introduction concludes with a preview of report contents.

The most common application of VR in hospitality and tourism is marketing. More so than with brochures, still images, and even video, VR content can help prospective customers experience a hotel, catch a glimpse of a tour experience, and interact with tour sites in many ways. It provides a level of simulation not possible with traditional media.

In-text citations allow readers to know exactly where the information came from.

Marketing with VR is particularly helpful for lesser-known destinations. For example, the Apulia region in Italy competes against dozens of better-known destinations in Italy. Tour planners created a VR app that allowed potential tourists to see the historical and cultural treasures in the area along with natural landscapes, local wildlife, and even a local bakery. This allows tourism planners to better market Apulia in a hypercompetitive destination country (Manghisi et al., 2017).

Marketing with VR also helps showcase the many available experiences in an area. For example, Visit Sweden has created many two-minute VR films that highlight the unique and lesser-known experiences of Sweden, such as enjoying the sounds of Sweden's forests, roaming through the countryside, swimming in lakes, and watching wildlife (available at visitsweden.com/sweden-vr-films/). Similarly, Visit Wales features two-to-three-minute VR films of zip lining, exploring caves, and participating in other exhilarating adventures (available at www.youtube.com/user/visitWales/videos).

Aside from destination managers, tour companies, airlines, and hotels use VR content to market destinations. Tour companies use VR films to feature niche elements of their tours. For example, Quark Expeditions, a company specializing in Antarctic tours, produces two-to-five-minute VR films with close-ups, aerials, and underwater views of icebergs, penguins, and other wonders of Antarctic explorations (see Figure 1; available at www.youtube.com/playlist?list=PLjqTuSPqDZUOz5-GZN8nX4Nxixie1xfWC). Airlines use VR films to highlight featured airline destinations. For example, Australian airline Qantas provides many two-to-eight-minute VR films of Australian destinations that focus on urban-centered and nature-focused vacations (available at www.qantas.com/us/en/promotions/virtual-reality.html). Hotels and cruise lines also create VR films that display rooms and other amenities. Prominent examples include Marriott, Royal Caribbean, and Azamara Cruises (Haugen, 2018).



Hyoung Chang/The Denver Post/Getty Images

FIGURE 13.6*(Continued)**Enhancing the Travel Experience with Virtual Reality*

Many VR designers are creating content to supplement and enhance tours. For example, VR designers created VR experiences for tourists at Kendal Calling, an annual music festival at the Lake District National Park in the United Kingdom. The VR experience included aerial footage of the lake and its wildlife filmed via drones (Jung, tom Dieck, Moorhouse, & tom Dieck, 2017). In an experiment of self-guided tours, VR designers created a VR tour of state capitol buildings to compare with audio tours. Tourists clearly preferred the VR experience (Wagler & Hanus, 2018). VR designers have also created content for castle tours in Finland that simulate medieval dining experiences (Qvist et al., 2016). Some destinations have even marketed VR experiences. For example, Legoland in Orlando promotes its VR roller coaster (Gerrity, 2018).



Samuel Borges Photography/Shutterstock

Each of these use cases shows potential for tours. Research shows tourists enjoy these experiences and want to experience them again. Still, most of these examples involve limited development and adoption. Industry experts suggest these use cases can significantly enhance many tours, particularly those involving culture, history, and nature. Further, experts suggest more sophisticated content that includes social content and gamification features can make tours more fun (Gerrity, 2018).

Return on Investment (ROI) for Virtual Reality Initiatives in Travel and Tourism

Reporting about VR tools for marketing suggests travel agencies gain significant returns on investment (Ghavri, 2018). For example, the travel agency Thomas Cook put VR headsets in many of its offices. Potential travelers could experience locations in Asia, Europe, and North America. Thomas Cook reported a 40 percent ROI. The most effective destination was New York (Haugen, 2018). Other research suggests using VR for marketing is particularly effective for younger consumers. For example, 73 percent of Gen Zers are interested in using VR for consumer decisions (Ghavri, 2018).

No known research provides reliable financial breakdowns of using VR tools to enhance tourist experiences. The examples we provided in the "Enhancing the Travel Experience with Virtual Reality" section are primarily proof-of-concept tests that are funded by governmental agencies and universities.

Drawbacks and Risks of Virtual Reality for Travel and Tourism

Developing VR content for marketing and tour enhancements presents several potential drawbacks and risks. On the marketing side, excellent VR content may deter some customers from purchasing tours. On the tour side, VR content is expensive to develop with unproven returns. Further, some experts wonder whether VR content for tours

FIGURE 13.6

(Continued)

is more of a fad than a trend (Haugen, 2018). For all VR content, no market research yet shows a significant demand for VR tools and content in travel and tourism.

Many experts wonder whether marketing with VR content is an advantage or a deterrent. While promotional materials have long relied on pictures and some video, they rarely simulate the travel experience as closely as well-produced VR content. As a result, VR experiences could serve as a deterrent if they replace the expensive experience of traveling (Haugen, 2018). For example, the Discovery VR app (available at www.discoveryvr.com) allows users to enjoy sky diving experiences, get close-up looks of giraffes or bears or dozens of animals, tour remote villages, and experience adventures across the world. Some experts wonder whether some potential customers will avoid travel if they can gain these experiences for little to no expense. While this is a reasonable risk, the research about marketing seems to suggest generally positive returns.

No market research yet shows a significant demand for VR tools and content to enhance travel and tourism. This may create an opportunity for early entrants in the industry, yet it may also result in wasted investments. We think mainstream adoption of these tools is likely given the broader VR trends. Most organizations are at the beginning stage of using VR tools to market to customers. Only about 12 percent of organizations are currently using VR. However, another 18 percent are evaluating VR options, and another 12 percent expect to evaluate or explore VR options soon (Resnick & McGovern, 2018). A survey of 595 VR and AR professionals found about 27 percent of these professionals believe VR will go mainstream within two years. Another 42 percent believe VR will go mainstream in roughly three to four years (Parrish, 2018).

Headings support common story lines and rationales in business decision making, including terms such as benefits, risks, and best practices.

Options for Developing Virtual Reality Content at Aिकास Tours

Through our research (including conversations with VR developers), we suggest Aिकास Tours has the following reasonable options: (1) develop short VR films for marketing purposes; (2) promote select tours with our VR films at our agency locations (this will require the purchase of VR headsets); and (3) create VR content for several strategic tours. We describe each of the options in more detail along with related research and needed investments.

Develop Short VR Films for Marketing Purposes

Following the model set by tour companies such as Quark Expeditions, we can produce and develop 360 videos of our various tours, place them on YouTube, and link the videos to booking webpages (Tilly, 2017). Potential customers could watch the videos with or without VR headsets.

In consultation with three VR developers, we estimate each short VR film of roughly two minutes can be produced for approximately \$5,500 (includes equipment purchases). We could rely on our permanent tour guides at various locations to oversee the recording of the tour footage (J. Hardaway, personal communication, September 14, 2019; K. Cafferty, personal communication, September 15, 2019; M. Dipprey, personal communication, September 14, 2019).

Report relies on firsthand interviews in addition to secondary research. The firsthand information addresses difficult-to-find secondary information.

To assess interest in VR content to help make tour selections, we surveyed 515 former customers. We received responses from 217 of these customers. Each customer received a short online survey. Before answering survey items, customers watched a two-minute video explaining how VR headsets can be used to showcase tours. The short video contained pictures and three short sample video clips.

FIGURE 13.6
(Continued)

Many of our prior customers expressed interest in viewing VR content as they make tour decisions (see Table 1). Among customers who own tethered VR headsets, nearly three-quarters (73%) expressed interest. For mobile VR headset owners and customers without VR headsets (in the survey, we suggested we would send them Google Cardboard headsets), roughly one-quarter (28% and 24%, respectively) expressed interest.

Tables display survey statistics so busy readers can rapidly process them.

Table 1. Interest in Viewing VR Content to Evaluate Tours.

	Tethered VR Headset Owners ¹ (n = 31; 14% of sample)	Mobile VR Headset Owners ² (n = 45; 21% of sample)	Customers without VR Headsets ³ (n = 151; 70% of sample)	Customers Who Go to Our Offices ⁴ (n = 53; 24% of sample)
Interest in VR content to help you make tour decisions	73%	28%	24%	53%
Interest in sharing VR content with other group tour members	51%	25%	15%	14%

Note. Responses separated based on how they answered the following questions: 1. Do you own a tethered VR headset (i.e., Oculus Rift, HTC Vive, PlayStation VR)? 2. Do you own a mobile VR headset (i.e., Google Cardboard, Google Daydream View, Samsung Gear VR)? 3. If we sent you a Google Cardboard to watch VR videos of our tours, would you use it? 4. Have you visited an Aicasus Tours office? Some customers are included several times. For example, a customer may own a tethered headset, may own a mobile VR headset, and may have gone to one of our offices.

Promote Select Tours with Our VR Films at Our Agency Locations

Once we create 360 videos, we can allow customers who visit our offices to view the VR content on high-quality VR headsets. This option would require us to purchase roughly five VR headsets (about \$800 per headset) for each of our 10 major offices. Among customers who go to our offices to book tours (see the final column in Table 1), over half expressed interest in viewing VR content.

Create VR Content for Several Strategic Tours

We can also create VR content to enhance our tours. This is clearly the most expensive and highest risk option. Content for these VR films would need to be higher quality, more sophisticated, more engaging, and more interactive than the short VR films used for promotion. In consultation with VR developers, creating a 15-minute VR film would cost between \$25,000 and \$50,000. We envision creating three VR films for tours of five to seven days.

To assess interest in VR content as part of the tour experience, we surveyed former customers for the following three tours: (a) European Pipe Organs Tour; (b) Medieval Castles Tour; and (c) Redwood Forest Meditation Tour. Before answering survey items, customers watched a two-minute video explaining how VR headsets could be used in these tours. The short videos contained pictures and three sample video clips.

Prior customers of the Redwood Forest Meditation Tour were the least interested in VR content to enhance their experience (see Table 2). About one in five prior customers thought VR content could significantly enhance the tour, and just 3 percent thought this tour feature would increase the likelihood of selecting the tour. However, most prior customers of the European Pipe Organs Tour expressed interest in viewing VR content. About three-quarters of prior customers thought VR content could significantly enhance the tour, and about half thought this tour feature would increase the likelihood of selecting the tour.

FIGURE 13.6

(Continued)

Table 2. Percentage of Customers Who Agree VR Experiences Could Enhance Select Tours.

	European Pipe Organs Tour (n = 73)	Medieval Castles Tour (n = 28)	Redwood Forest Meditation Tour (n = 82)
Do you believe the VR experiences would significantly enhance the tour?	73%	48%	18%
Would you be more likely to select this tour knowing it would have VR experiences?	45%	29%	3%

Recommendations

Based on the existing research about using VR content for promoting and enhancing tours and our own survey work, we recommend Aicasus Tours adopt a VR initiative that positions us as an early adopter of travel-enhancing technologies. Yet, we also recommend avoiding excessive risk. Specifically, we recommend the following:

1. *Develop short VR films for each of our 25 tours.* At an estimated cost of \$137,500, we can immediately start promoting tours with these videos.
2. *Send inexpensive mobile VR headsets to key customers.* At an estimated cost of \$10,000 (1,000 Google Cardboard headsets with a cost of \$10 per headset, including shipping), we can send mobile VR headsets to prior customers identified as most likely to purchase future tours. We recommend evaluating their purchase behavior to create an ROI analysis of the mobile VR headset strategy.
3. *Place high-quality VR headsets in our 10 major offices.* At an estimated cost of \$40,000, we can market our tours with VR experiences with high-quality VR experiences at our major offices. We recommend tracking which tours our customers view and how that impacts their ultimate decision making.
4. *Create a three-part series of 15-minute VR films for our European Pipe Organs Tour.* At an estimated cost of \$137,000 (\$105,000 of productions costs; \$32,000 for 40 high-quality VR headsets for tour participants), we can test the value of developing VR content to enhance tours.

At a total cost of \$334,500, we anticipate the VR initiative will help us market our tours and strengthen our position as a distinctive provider of sophisticated tours.

Recommendations are specific and achievable. They are based on needs and opportunities described in the body of the paper.

Enumerated list contains recommendations. They are set apart in italics and followed by short rationale to allow decision makers to understand the ideas clearly.


FIGURE 13.0
(Continued)

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FIGURE 13.7

Business Report with Primary Research in Slide Deck Format



**Guest Satisfaction among Conference Attendees
at the Prestigio Hotel and Resort**

baker consulting • Prepared by Shania Baker • February 2020

Andersen Ross/Blend Images LLC

The title page—visually and textually—rapidly shows the key theme: guest satisfaction among conference attendees.

In slide deck format for reports, analysts can focus slightly more on the visual and aesthetic nature of reports. However, the most important issues still relate to the strength of the research.

Executive Summary

Survey Details

Baker Consulting surveyed 236 conference attendees who participated in three- or four-day conferences between January and December 2019.

Key Findings

- Satisfaction ratings for key guest services and amenities: conference meals, 76 percent; meeting rooms, 75 percent; staff and service, 69 percent.
- Key indicators of repeat business: overall guest satisfaction, 84 percent; willingness to recommend the Prestigio, 57 percent.
- Overall satisfaction ratings by gender and income: women, 78 percent; men, 89 percent; higher-income, 66 percent; lower-income, 88 percent.
- Overall satisfaction in the past five years: 2015, 87 percent; 2016, 81 percent; 2017, 79 percent; 2018, 79 percent; 2019, 84 percent.

Key Conclusions

- The Prestigio fell short of 85 percent satisfaction targets in the following areas: conference meals, meeting rooms, and staff and service.
- The Prestigio received high ratings for its restaurants, which are the most popular guest service and amenity.

Key Conclusions (continued)

Preferences for other guest services and amenities are highly variable based on gender and income.

- The Prestigio fell short of its goals for overall satisfaction and willingness to recommend.
- Women and higher-income guests tend to be less satisfied, less willing to return, and less willing to recommend the Prestigio. Similarly, women and higher-income guests are also less satisfied with conference meals and staff and service.
- The Prestigio has made significant improvement over the past year in nearly all satisfaction ratings following four years of declines.

Recommendations

- Examine ways to raise satisfaction among women and higher-income conference attendees.
- Adapt the marketing of meetings to the group composition of prospects.
- Continue customer service initiatives to improve staff and service ratings.
- Reexamine catering services to improve conference meals.

This executive summary is in *structured format* (compared to the narrative format of the executive summary in the prior report). The headings allow decision makers and other readers to easily distinguish among survey details, findings, conclusions, and recommendations.

Introduction

Guest satisfaction has always been the foundation for repeat business. With so many online reviews of hotels readily available to meeting planners, the importance of achieving high guest satisfaction ratings is more important now than ever. Since 2015, the Prestigio has evaluated guest satisfaction and future intentions among conference attendees with an annual survey to help determine priorities for improving guest satisfaction. This report provides the results of this year's survey as well as year-to-year comparisons for the past five years.

Survey Purpose and Administration

This guest satisfaction survey addressed the following broad questions:

- How satisfied are conference attendees with conference services and amenities?
- What hotel amenities do conference attendees use during their conference stays?
- How likely are our conference attendees to contribute to future business?

Most of the survey questions have remained identical since annual surveys were started in 2015. Some unique questions are inserted into the survey each year to address particular areas of strategic concern. Survey questions are provided in the Appendix of Survey Questions.

The survey was administered online. The survey link was sent to 534 guests who had participated in three- or four-day conferences between January and December 2019. Altogether, 236 respondents completed the survey, garnering a participation rate of roughly 44 percent.

Results from This Year's Survey

Findings and conclusions can be grouped into three broad areas: (1) satisfaction with conference services and amenities; (2) use of Prestigio guest services and amenities during conference stays; and (3) overall satisfaction and future intentions among conference attendees.

Satisfaction with Conference Services and Amenities

Between two-thirds (64%) and three-fourths (76%) of respondents expressed satisfaction with various conference services and amenities (see Table 1). These results indicate the following:

- *The Prestigio fell short of its goals in the following areas: conference meals, meeting rooms, and staff and service.* In January 2019, the Prestigio marketing team set goals to reach at least 85 percent satisfaction for these three key areas. Barbara Brookshire has indicated that 85 percent satisfaction in these areas would place the Prestigio in the elite category compared to our competitors. The Prestigio fell between 9 and 16 percent short of these goals.
- *Prestigio guests are most satisfied with conference meals and meeting rooms.* While the goal remains to reach 85 percent satisfaction for all conference services and amenities, the Prestigio marketing team generally views 75 percent satisfaction as good performance. Therefore, satisfaction with conference meals and meeting rooms is acceptable. However, the Prestigio may not have the unique competitive advantage in this area that it did five years ago.
- *Many of Prestigio guests are unhappy with Internet pricing and the business center.* Roughly one in three respondents was not satisfied with these services.

Headings and bulleted items allow readers to fairly rapidly read this report. This is particularly helpful for data-intensive reports such as this one.

Italicized conclusions help decision makers recognize what big ideas emerge from the report.

Table 1. Satisfaction with Conference Services and Amenities.

	Conference Meals	Meeting Rooms	Staff and Service	Internet Pricing	Business Center
All Respondents	76% (179)	75% (178)	69% (163)	66% (155)	64% (152)
Gender					
Male	85% (108)	76% (97)	72% (91)	73% (93)	56% (71)
Female	65% (71)	74% (81)	66% (72)	57% (62)	74% (81)
Income					
Under \$40,000	73% (94)	77% (56)	78% (57)	38% (28)	64% (47)
\$40,000-\$75,000	62% (79)	76% (97)	68% (87)	76% (97)	66% (84)
Over \$75,000	57% (20)	71% (25)	54% (19)	86% (30)	60% (21)

Note: Altogether, 236 respondents took the survey. Percentages and number of respondents (in parentheses) refer to those who responded *satisfied* or *extremely satisfied* on the survey.



Tables allow decision makers to examine the data themselves and make their own judgments.

Table 2. Use of Prestigio Guest Services and Amenities during Conference Stay.

	Prestigio Restaurants	Comedy Club	Fitness Center	Swimming Pool	Spa	Golf Course
All Respondents	53% (126)	39% (92)	35% (82)	31% (73)	19% (45)	8% (18)
Gender						
Male	46% (59)	53% (67)	38% (48)	29% (37)	2% (3)	11% (14)
Female	61% (67)	23% (25)	31% (34)	33% (36)	39% (42)	4% (4)
Income						
Under \$40,000	33% (24)	22% (16)	18% (13)	33% (24)	1% (1)	3% (2)
\$40,000-\$75,000	62% (79)	50% (64)	39% (50)	30% (39)	17% (22)	7% (9)
Over \$75,000	66% (23)	34% (12)	43% (15)	29% (10)	63% (22)	20% (7)

Note: Altogether, 236 respondents took the survey. Percentages and number of respondents (in parentheses) refer to those who responded *satisfied* or *extremely satisfied* on the survey.



Several pictures help readers visualize what survey respondents are providing feedback about.

FIGURE 13.7

(Continued)

Use of Prestigio Guest Services and Amenities during Conference Stays

By far, the most used guest services and amenities by conference attendees are the Prestigio restaurants, with over half (53%) of our respondents stating they ate at Prestigio restaurants during their conference stays. Roughly 30 to 40 percent of respondents reported using the comedy club (39%), the fitness center (35%), or the swimming pool (31%). Relatively few of our conference guests reported using the spa or golf course (see Table 2). These results indicate the following:

- The restaurants are most convenient for use during conference stays. Other internal surveys show that our non-conference guests tend to frequent the fitness center, the swimming pool, and the golf course more so than our restaurants. This implies that conference attendees most likely use the restaurants more than other services and amenities because of their busy conference schedules.
- Use of guest services and amenities is highly variable based on gender and income. This is discussed further in the Differences by Gender and Income section.

Overall Satisfaction and Future Intentions among Conference Attendees

Overall, the vast majority (84%) of respondents reported satisfaction with their conference experiences. Nearly three out of four (73%) respondents stated that they would want to attend another conference at the Prestigio, and nearly six in ten respondents (57%) said they would recommend the Prestigio as a good site for a business conference

(see Table 3). These results indicate the following:

- The Prestigio fell short of its goals for guests' overall satisfaction and willingness to recommend the Prestigio. In January 2019, the Prestigio marketing team set goals for overall satisfaction at 90 percent and willingness to recommend the Prestigio at 65 percent. The Prestigio fell short by 6 to 8 percentage points.
- Overall satisfaction, desire to return to the Prestigio, and willingness to recommend the Prestigio are highly variable on gender and income. This is discussed further in the Differences by Gender and Income section.

Table 3. Overall Satisfaction and Future Intentions among Conference Attendees.

	Overall Satisfaction	Want to Return	Would Recommend
All Respondents	84% (198)	73% (173)	57% (135)
Gender			
Male	89% (113)	77% (98)	66% (84)
Female	78% (85)	69% (75)	47% (51)
Income			
Under \$40,000	88% (64)	81% (59)	67% (49)
\$40,000-\$75,000	87% (111)	74% (95)	57% (73)
Over \$75,000	66% (23)	54% (19)	37% (13)

Note: Altogether, 236 respondents took the survey. Percentages and number of respondents (in parentheses) refer to those who responded satisfied or extremely satisfied on the survey. The full wording for survey items was as follows: Overall, I was satisfied with the conference experience; I would like to attend another business conference held at the Prestigio; I would recommend the Prestigio as a good site for a business conference.

Formatting allows readers to quickly grasp the key ideas.

Table notes give additional information to decision makers to evaluate the data quality and relevance.

Differences by Gender and Income

For the first time, this year's guest satisfaction survey includes breakdowns by gender and income. The results indicate the following:

- Women and higher-income guests tend to be less satisfied, less willing to return, and less willing to recommend (see Figures 1 and 2). A review of findings in Table 3 reveals that women and higher-income guests are far less likely to express satisfaction on those items that we consider barometers of future and repeat business. On the issue of willingness to recommend, roughly half (47%) of women reported that they are willing to recommend, whereas roughly two-thirds (67%) of men said they would recommend the Prestigio. The difference is even larger by income level. Just one-third (37%) of high-income respondents said that they would

recommend the Prestigio, whereas roughly two-thirds (67%) of lower-income respondents said that they would do so.

- Women and higher-income guests are less satisfied with conference meals and staff and service. A review of Table 1 reveals that women and higher-income guests are less satisfied with conference meals and staff and service. In past years, we have identified these as key factors leading to overall satisfaction. The gaps are especially wide for conference meals. Whereas the vast majority (85%) of men were satisfied with conference meals, just two-thirds (65%) of women were satisfied. The gap is wider when considering income level. Whereas nearly all (89%) lower-income respondents were satisfied with conference meals, just over half (57%) of higher-income respondents felt this way.

A section focused on gender and income emphasizes some of the key differences in satisfaction levels. These conclusions directly lead to some of the recommendations.

Figure 1. Guest Satisfaction by Gender.

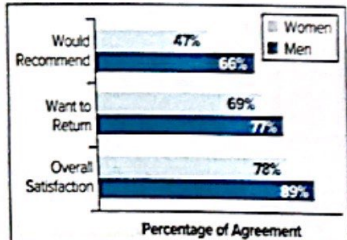
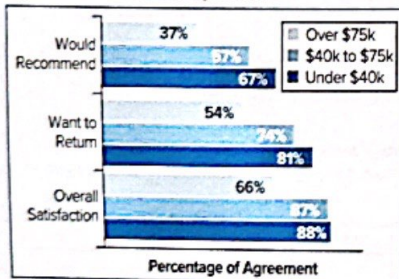


Figure 2. Guest Satisfaction by Income.



Charts reveal the key findings. Readers can rapidly see the differences by gender and income.

FIGURE 13.7

(Continued)

- Women conference attendees tend to disproportionately choose Prestiglo restaurants and the spa. Men conference attendees disproportionately choose the comedy club and the golf course. Women attendees' top two choices of guest services and amenities are Prestiglo restaurants (61%) and the spa (39%), whereas men attendees' top two choices are the comedy club (53%) and the Prestiglo restaurants (46%). Men are roughly three times as likely to use the golf course (11% to 4%).
- Higher-income guests tend to disproportionately choose the spa and the golf course; middle-income guests tend to disproportionately choose the comedy club; and lower-income guests tend to utilize all hotel services and amenities less with the exception of the swimming pool. Higher-income guests are three to four times more likely to use the spa and golf course compared to middle-income guests. Lower-income guests rarely if ever use the spa and golf course.

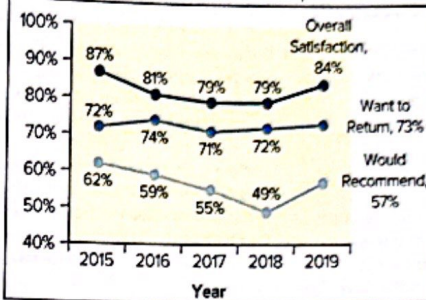
These conclusions regarding the experiences of women and higher-income guests are quite concerning. The Prestiglo deals mostly with meeting planners who are women, and our women respondents likely reflect the expectations of these meeting planners. Furthermore, the Prestiglo brands itself as providing high-class conference experiences—those that would by assumption cater to the tastes of higher-income guests.

Comparison of Guest Satisfaction Rates over the Past Five Years

Comparisons of survey results over the past five years reveal several basic trends (see Table 4 for complete results):

- Overall satisfaction and willingness to recommend have increased over the past year. From 2015 to 2018, overall satisfaction and willingness to recommend fell 10 and 13 percentage points, respectively. However, in the past year (2018 to 2019), overall satisfaction and willingness to recommend improved 5 and 8 percentage points, respectively (see Figure 3).

Figure 3. Five-Year Trends in Indicators of Repeat Business.



The report provides perspective by comparing current satisfaction rates with those of past years.

A line chart rapidly allows readers to see a trend: slight declines over the 2015–2018 period and slight improvements during the past year.

- Satisfaction with conference meals and staff and service has increased over the past year. From 2015 to 2018, satisfaction with conference meals and staff and service decreased 19 and 3 percentage points, respectively. However, in the past year (2018 to 2019), satisfaction with conference meals and staff and service increased 8 and 7 percentage points, respectively.

- Most indicators of satisfaction have returned to levels from five years ago. In general, nearly all indicators of satisfaction showed steady deterioration from 2015 to 2018, with the past year showing improvement back to near-2003 levels of satisfaction.

	2015	2016	2017	2018	2019
Indicators of Repeat and Referral Business					
Overall Satisfaction	87%	81%	79%	79%	84%
Want to Return	72%	74%	71%	72%	73%
Would Recommend	62%	59%	55%	49%	57%
Conference					
Conference Meals	87%	76%	74%	68%	76%
Meeting Rooms	77%	71%	74%	76%	75%
Staff & Service	65%	64%	61%	62%	69%
Internet Pricing	-	-	-	-	66%
Business Center	-	-	-	-	64%

Note: Altogether, 236 respondents took the survey. Percentages and number of respondents (in parentheses) refer to those who responded agree or strongly agree on the survey. The items for Internet pricing and the business center were introduced for the first time in this year's survey.

Table with five years of data allows readers to quickly see the trend for all survey items.

FIGURE 13.7

(Continued)

<i>Recommendations</i>	
<p>1. <i>Examine ways to raise satisfaction among women and higher-income conference attendees.</i> Women and higher-income guests are particularly important to the Prestigio's brand and financial success. Most meeting planners the Prestigio works with are women and likely reflect the perspectives of female guests more so than our male guests. Furthermore, since the Prestigio brand stands for providing high-end conference services, the fact that higher-income guests are less satisfied is concerning. To better understand how to raise guest satisfaction among women and higher-income conference attendees, the Prestigio should take the following actions:</p> <ul style="list-style-type: none"> a. Set up focus groups with women and higher-income guests to gain a more in-depth understanding of their concerns and suggestions for improvement. b. Informally talk to women and higher-income guests during conferences and catalog these guests' feedback in a lessons-learned database. <p>2. <i>Adapt the marketing of meetings to the group composition of prospects.</i> With a much better understanding of how the gender and income level of our guests impact which amenities and services they use, marketing materials can be developed to appeal more strongly to certain groups.</p>	<p>For example, each year the Prestigio hosts meetings for the Northern Hunters Association, with over 90 percent male membership, and the Farmers Healthcare Group, comprised mostly of female nurses.</p> <p>3. <i>Continue customer service initiatives to improve staff and service ratings.</i> The recent initiatives to improve personalized guest service appear to have been successful. Given the emphasis on guest service as a foundation for all improvements, the Prestigio should maintain a high staff-to-guest ratio, provide incentives for exceptional guest service, and continue the intensive two-month mentoring and training program for new guest attendants.</p> <p>4. <i>Reexamine catering services to improve conference meals.</i> Five years ago, Prestigio guests were overwhelmingly satisfied with conference meals. In fact, many guests recommended repeat business in large part due to the excellent meals. To cut costs, the Prestigio changed catering services over the past five years, and the result has been far lower guest satisfaction with meals. To strengthen or regain a reputation for high-end conference experiences, the Prestigio should identify ways to return to 2013-level guest satisfaction for conference meals.</p>

Recommendations emerge directly from the survey findings and conclusions.

These recommendations serve as a good way to prioritize initiatives to improve guest satisfaction.

allows writers to create visually stronger and more creative reports. Yet, the same principles of strong report writing apply to this format. Notice that the report in slide deck format is for reading, not for a presentation. As you'll see in the upcoming chapters, your slides for presentations should contain far less content.

Reviewing Your Reports for Fairness and Effectiveness

LO13.6 Review reports for effectiveness and fairness.



As with other written documents, you will always review your reports to ensure that you have been fair to yourself and your readers. Also, you want to make sure the report is as effective as possible.

Since research-based reports are generally commissioned for high-stakes decisions, you have likely worked collaboratively with others. If you've developed the report by yourself, you should still try to get other perspectives before you officially submit it. When possible, discuss the report with the ultimate decision makers so that you can best tailor the final product to their needs.

As you review the report by yourself and with others, run through it numerous times, each time considering a different perspective. For example, review the entire document several times for accuracy and precision in logic. Review it at least once, imagining yourself in the position of decision makers to improve it based on what you perceive as their needs. Also, review it at least once for typos or mechanical errors. Make sure you review the report over several sittings and several days if possible, since you are unlikely to catch all of the changes you would ideally make in just one sitting.



READING AND WRITING REPORTS

Jeff Bezos is one of the most successful businesspersons of our era. He started Amazon in 1993 and has turned it into one of the most important companies in the world.

Bezos leads and manages with a focus on effective decision making. As a result, he insists on carefully written reports. In fact, he bans PowerPoint slides in meetings. Prior to a meeting, someone on the team writes a six-page, carefully crafted report. At the beginning of meetings, the teams remain silent as they spend up to 30 minutes reading and evaluating the report. Then, they use the memo contents as the basis of their discussion. The report effectively serves as the agenda.

The Amazon approach is slightly unconventional. Yet, it's fundamentally no different than all high-performing companies in this sense: Decisions are made based on well-developed, data-driven reports.

Source: Bariso, J. (2018, April 30). Jeff Bezos knows how to run a meeting. Here's how he does it. *Inc.* Retrieved from www.inc.com/justin-bariso/jeff-bezos-knows-how-to-run-a-meeting-here-are-his-three-simple-rules.html.



Franziska Krug/Getty Images