Overnight accommodation operation feasibility study for the University Club of Rochester: A Study of the potential market and its service expectations

Karen Boilesen

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OVERNIGHT ACCOMMODATION OPERATION
FEASIBILITY STUDY FOR
THE UNIVERSITY CLUB OF ROCHESTER:
A STUDY OF THE POTENTIAL MARKET AND ITS
SERVICE EXPECTATIONS

by
Karen M. Boilesen

A thesis submitted to the
Faculty of the School of Food, Hotel and Travel Management
at
Rochester Institute of Technology
in partial fulfillment of the requirements
for the degree
of
Master of Science

May 1997
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Title of Research: Overnight Accommodation Operation Feasibility Study for the
University Club of Rochester: A Study of the Potential Market and Its
Service Expectations

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Faculty Advisor: Professor Richard Marecki

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Date Department Chairperson's Signature

Note: This form will not be signed by the Department Chairperson until all corrections,
as suggested in the specific recommendations (above) are completed.

cc: Departmental Student Record File Original Student
Title of thesis/project: Overnight Accommodation Operation Feasibility Study for the University Club of Rochester: A Study of the Potential Market and Its Service Expectations

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ABSTRACT

The purpose of this study is to evaluate the feasibility of renovating and profitably operating overnight accommodations at the University Club of Rochester.

This was accomplished by developing a comprehensive survey to analyze the overnight accommodation operations of university clubs sharing reciprocal arrangements with the University Club of Rochester. Customer base, occupancy rates, room amenities, club services, and overnight staffing requirements were addressed.

The results revealed minimum in-room amenity and club services expectations of a guest from a reciprocal club. Additionally, the number of non-resident club members and the number of guests whose travel purpose was business positively affected occupancy rates in the respondent university clubs.

Among the conclusions drawn from the research is the need to tailor services and amenities to the business traveler to optimize utilization of the overnight accommodations.
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ACKNOWLEDGMENTS

I wish to express my appreciation for the time and guidance provided by the members of my thesis committee: Professor Warren Sackler, Professor Ed Steffens, and Professor Richard Marecki.

I am also grateful to Mr. Eric Koch, Mr. Pete Rogers, and the staff of the University Club of Rochester for providing me with the opportunity to work on this project.

The cooperation of the managers of the respondent University Clubs was crucial to this project and also greatly appreciated.

Finally, I wish to thank my family, friends, classmates and Mike Lambers for their patience and encouragement.
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CHAPTER I

Introduction

"Each year many of the nation's most prominent business leaders choose to stay in university clubs... The clubs are prestigious, they're a stomping ground for famous alums, and they're centrally located. There's just one catch: the rooms." (Keates, 1997) Several university clubs have been successful in respect to their overnight accommodation operations. Although services might be limited, members, guests of members, and reciprocal members choose to stay there. Today, many university clubs are closing and memberships are declining. Could the addition of overnight accommodation operations produce additional revenue and, possibly, attract new membership? Is the attraction of "members only" accommodations enough to override the necessity of room service for travelers? Is it for you? What would a university club need to offer to inspire you or one of your clients to stay there? Economic feasibility studies can provide the bottom line capital requirements, but establishing customer needs and targeting the potential market are prerequisites.

University Clubs were typically built in the early 1900's, with a private membership consisting of college graduates. Many clubs are associated with one particular university, while others are open to all graduates of universities and
colleges. The University Club of Rochester recently restructured and now consists of the downtown city club with an on-site, separately operated, athletic facility. Like many city clubs, the club primarily offers downtown dining and meeting space to its members. The average age of its membership is 60, the building is of historic value, and its membership is determined to see the facility survive.

Of the 92 stateside reciprocal clubs at which the University Club of Rochester’s members have privileges, 11 northeastern clubs provide overnight accommodations. Additionally, there is a nearby reciprocal club with rooms in Canada. Some of these room operations are profitable, others are not. Many adjusted their services to operate in this very unique market. Customers staying in these rooms include club members, member guests / clients, and reciprocal club members.

The University Club of Rochester wants to determine the feasibility of running overnight accommodations. Its hotel operation would be classified as a downtown, mid-class or upscale, suite hotel (Rushmore, Ciraldo, & Tarras, 1997). Services would be targeted to the three markets of overnight guests. Initial research in terms of Americans with Disabilities Act requirements, fire codes, and zoning proved to be very positive. The feasibility study must now assess service expectations by looking at reciprocal clubs.
**Problem Statement**

Membership and profitability of many historic university clubs are declining. The University Club of Rochester seeks to assess the minimum service expectations from its potential market in determining the feasibility of remodeling and profitably operating overnight accommodations.

**Purpose**

The purpose of this study is to evaluate the feasibility of renovating and profitably operating overnight accommodations at the University Club of Rochester. By researching the room amenities, customer base, staffing, and services provided by university clubs currently renting rooms, significant input into the economic aspect of the feasibility study will be produced.

**Significance**

This study will provide the basis for deciding whether or not to renovate and operate overnight accommodations at the University Club of Rochester. It will also determine the service expectations of one branch of their target market—reciprocal members. The consequence of these inputs will aid in determining what services and service systems will need to be considered in the capital expenditure equation of the proposed renovations. In addition, it may provide helpful information for other mid-size city clubs or bed and breakfasts in determining service expectations and feasibility.
**Hypothesis**

This study will show the minimum service expectations and service systems requiring economic consideration in the determination of whether or not the University Club of Rochester should renovate and operate overnight accommodations. The hypothesis (null) is that minimum service expectations cannot be established by examining services provided by existing university clubs operating overnight accommodations.

**Definition of Terms**

**Benchmarking**  Measuring the quality of a firm’s performance by comparison with the performance of other companies known for being “best in class.”

**Feasibility**  For this study, the term will represent the capability of being done and operating profitably.

**Reciprocal Clubs**  For this study, the phrase refers to other university clubs where members of the University Club of Rochester enjoy identical privileges.

**Service Expectations**  For this study, the phrase refers to services and service amenities required to meet the needs of potential overnight guests.

**University Club**  A private club for graduates of universities or colleges. Membership can be specific to a particular university and generally requires fees and a membership application.
CHAPTER II

Literature Review

Topics warranting review include hotel feasibility studies; research methods including benchmarking and mail surveys; bed and breakfast operations; business traveler room amenity expectations; city club information; hotel-specific technological and service needs.

Feasibility Studies

Hotel feasibility studies and investment guidelines provide essential economic factors to consider when evaluating potential service levels and surveying like properties. Standard formats of income and expense reports and breakeven analyses (Rushmore, 1986) provided direction for research questions. For example, to accurately estimate annual profits and expenses, staffing levels, food service parameters, and room amenities must be predetermined.

Classification of the potential hotel facility is also a consideration in terms of service expectations, pricing, marketing, and competitive analysis. For instance, the University Club of Rochester would be considered a downtown, suite hotel (Rushmore, Ciraldo, and Tarras, 1997). Identifying the class of the renovated rooms requires consideration of rates, size, and amenities. As university clubs
are traditionally on the low-amenity side of the scale, this could conflict with the expectations of the potential market. The rooms might be considered upscale, while the service amenities might be considered economy.

A recent article (Turkel, 1997) adds an additional element to feasibility studies: accurately measuring market demand. Marketing expenses, also part of the economic analyses, are projected at four to six percent of the gross revenues. In today's competitive market, a new hotel should double this figure. Measuring market demand in conjunction with purely economic considerations is the basis for the research methodology.

**Research Methods**

Research methods were researched as well. Dillman's book (1978) on mail and telephone surveys aided in formulating the cover letter, survey, and envelopes. Critical to the mailed survey implementation was follow-up. After mailing the survey, the follow-up sequence is to send a postcard reminder after one week, a short letter and replacement survey after three weeks, and a letter and replacement survey sent by certified mail after seven weeks.

Yasin (1995) defines a hotel's need to apply benchmarking to "innovate and learn, as they respond to their competitive environment." Customer demand patterns, human resources analysis, and technologies and procedures are all element of the operations subsystem. Service subsystem components include
defining the target market and its expectations, analysis of the workforce, and
customer orientation strategy analysis.

**Bed and Breakfast Operations**

Due to the limited amount of information on city clubs, journal articles on bed
and breakfast operations were also researched for comparison. The major
similarities occur in the number of rooms available and the unique and personal
hospitality experience provided. Approximately 18% of New York state bed and
breakfast operations have five to nine rooms (Dawson & Brown, 1988). In
addition, hospitality and service were considered the second most important
factor in guests choosing a bed and breakfast.

The personal touch and uniqueness of such smaller facilities were once again
touted in an article by Brener (1994). As more and more hotel experts focus on
the value of smaller, limited-service properties, it is suggested that the primary
competition for these economical properties will come from bed and breakfast
operations. Such growth is currently evidenced in western Europe. City clubs
traditionally provide similar limited services to those of a bed and breakfast
operation. The primary difference is the potential overnight guest market of the
city club versus bed and breakfast: business traveler versus weekend
vacationer.
**Business Traveler Expectations**

Business traveler expectations are being met in a variety of ways. One case study in the *National Real Estate Investor*, for example, cited how Doubletree's Club Hotels are focusing on the business traveler with 24-hour room service, well-equipped working areas, and meeting rooms. For an additional $15 room charge, the Hyatt offers a full range of business services, from in-room faxing to complementary local and 800 phone calls (Africano, 1996). Hilton International published findings of a recent survey (Cooper, 1996) supporting the desires of business travelers, finding the most popular in-room amenity to be telephone and fax service.

*Lodging Hospitality* publishes an annual summary of the business traveler's dream hotel room. Respondents were asked about everything from bed size to personal-care amenities. King-size beds, desks, voice mail, and cable television topped the basic furnishings chart (Rowe, 1995). Given a choice, 27% would opt for a two-room suite. Additionally, individual in-room temperature control was preferred, as was an alarm clock, coffee maker, and free morning paper. Preferred security measures included presence of security personnel and through-the-door viewers. Shampoo and deodorant soap topped the list of personal-care amenities.

A similar case study in *Lodging Hospitality* (1995) stated that 60% of business travelers spend at least two hours per day working in their rooms. At a minimum,
business travelers wanted a separate and well-lit working area, two phones with voice mail, coffee maker, free local calls, and free "upscale" breakfast. As midmarket hotels become the hotel of choice for business travelers, meeting and exceeding service expectations will set one property apart from the next.

**Private City Clubs**

Limited literature exists on university clubs as there is no association exclusive to these clubs. Limited information on existing university clubs was accessed on the internet in the form of web pages. One source of historical information (Farnham, 1990) pondered the mystique of private clubs, including previously all-male University Clubs. At the time, private clubs were booming with new members in the 35 to 45 year-old age group. The access to other professionals and a club’s power to "soothe" are its greatest attributes. Personal attention, beautiful surroundings, and social and professional contacts at a relatively inexpensive price will continue to attract members.

University club overnight accommodations was the topic of a Wall Street Journal article (Keates, 1997): “Forget about newspapers slipped under the door, or telephones in the bathroom.” Accurately depicted, Ivy League university club rooms are, at best, adequate and boast high occupancy rates and low room rates. The Cornell Club, for instance, is considered to have modern amenities
including two-line phones and double beds, with no intention of installing in-room faxes or mini-bars.

**Specific Hotel Services**

The remaining articles look at customer's perceptions of specific hotel services such as communication, athletic clubs, and security. Since the telephone is the first means of contact with a hotel, it is a critical interaction. Communication systems should therefore limit the number of rings and give the guest the option of leaving a message for call-back (Mandigo, 1997). Automation also calls for a different level of skills on the part of front desk personnel, but public relations skills are still primary. Front desk technology, if properly selected and installed, was found to increase customer satisfaction (Van Hoof, Collins, Combrink, & Verbeeten, 1995). As the size of the property decreased, the perceived need for technology also decreased.

As previously stated, security is a major concern among travelers. Although the traveling public is less at risk to crime than the general public (Zalud, 1996), business people and women are particularly concerned about the threat. The top hospitality security risks to address include access / egress, parking lots, theft and fire. Another study cited in *Lodging Hospitality* (1996) found that 53% of Americans feel safest from fire in their homes, and only 56% check the hotel evacuation plan.
Though not as inherently critical to hotel operations as safety, fitness centers have become a prerequisite for many frequent travelers. As early as 1985, 25% of all quality hotels had fitness centers (Oliver, 1985). The University Club of Rochester has this amenity on its side.

Finally, the availability of meeting space and the small meeting market should not be overlooked (Feiertag, 1994). From college reunions to association meetings, this is a market that should be considered in overnight accommodation marketing plans and potential focus groups.

The determination of whether or not to proceed with proposed overnight accommodations is a complicated decision. Meeting and exceeding service expectations is dependent upon determining what the potential market expectations are and making economically feasible decisions based upon those minimum requirements. Through the research of existing literature, a starting point for developing research methods in achieving the purpose is established.
CHAPTER III

Methodology

The present perspective, in the forms of descriptive and correlation research, will be considered in this study. Visiting clubs running profitable overnight accommodations provides descriptive benchmarks for the remainder of the study. Assessing all reciprocal clubs with overnight accommodations will help to correlate and establish service system parameters and customer expectations.

 Procedures

A census survey of university clubs with overnight accommodation operations was conducted. The non-random sample includes a total of 12 reciprocal clubs with overnight accommodations within the northeastern United States and Canada. The sample is representative of facilities with similar concerns and operations, though many are on a larger scale. To gain personal experience and familiarity with the clubs and their room operations, the researcher visited three university clubs and stayed overnight at one.

Data gathering was conducted by mailed survey to the 12 clubs previously mentioned. After conducting one site visit, reviewing applicable literature, and meeting with club personnel, a list of questions was derived to address all pertinent issues. Topics included staffing, room amenities, profitability, and
general services. Questions were formatted so results could be analyzed in terms or frequency and presented and ranked as percentiles. Potential relationships between independent variables would also be analyzed utilizing the Pearson correlation method and regression analysis. Once the survey was developed and formatted utilizing survey design methods (Dillman, 1978), it was reviewed and approved by the staff of the University Club of Rochester and mailed out. The survey is presented in the Appendix.

Over a 4-week period, follow-ups consisting of faxed surveys and phone calls from the researcher and the local club manager were required to obtain significant response. As related to the hypothesis, these findings will establish the service standards and form the basis for the economic feasibility of starting the overnight accommodation renovations.

Assumptions

Due to the lack of any previous studies in this area and the lack of personal experience with university clubs prior to this project, it is assumed that the researcher's objective knowledge in this unique market is sufficient to build a valid and reliable survey for other clubs. It is also assumed that the reciprocal arrangements with the visited and surveyed clubs will enhance the validity of the findings. One last assumption is that the general managers have the information needed to provide input about their overnight accommodation operations.
Scope and Limitations

University clubs are unique operations. Due to that fact, the scope of this study remains focused on the University Club of Rochester, New York, and its reciprocal clubs. The uniqueness of this market is also a limitation in that the population to draw from is small and a high response rate is critical. Pre-testing the survey and randomly selecting participants is not possible.
CHAPTER IV

Results

Survey responses are expected to provide a picture of what services and amenities current university club overnight accommodation operations provide and the resources required to do so. At the same time, the service expectations of one of the three potential user markets, the reciprocal member, could also be predicted. These findings should provide significant input into the economic analysis and overall feasibility study in considering whether or not the renovation of suites and subsequent hotel operation is a profitable endeavor for the University Club of Rochester.

The response rate to the survey was 75%, or 9 of the 12 clubs surveyed. Basic descriptive statistics were run on all responses. Potential correlations utilizing the Pearson correlation method and regression analysis were applied to several variables. Due to the small sample size and high variability, normal and continuous distributions were rarely present. For this study, it was more important to look at frequency and potential relationships among variables. Responses to each question are discussed below.

The size of the clubs surveyed varied dramatically. Clubs ranged from 180 to 3,442 resident members, and from 50 to 3,070 non-resident members. Means
provide no valuable information at this point. The subsequent Pearson correlation analysis revealed a moderate relationship of 475 between the number of non-resident members and occupancy rates. The linear regression analysis between the two variables also revealed a high positive relationship.

The numbers of overnight accommodations, rooms and suites, were also highly variable. The number of rooms varied from 4 to 60, and from 0 to 13 suites. Normality and continuity were not achieved in either scenario, but the mean number of suites was three.

Profitability and the percentage of the club’s income represented by the hotel operation were the next two questions. Of the university clubs surveyed, 89% have profitable overnight accommodation operations. The one club whose hotel operation is not profitable also has the smallest membership of 230 members. The percentage of overall club revenue represented by the profitable hotel operations ranged from 5% to 67%. A relationship did not exist between number of rooms / suites and percentage of club income.

Occupancy rates were, once again, not continuous and ranged from 10% to 90%. As previously mentioned, a moderate correlation exists between the number of non-resident members and occupancy rates. This may seem obvious, as a club with a large number of non-resident members has that immediate population to draw upon that will often require overnight accommodations.
The next two sections examined the characteristics of the overnight guests and the purpose for their stay. Results were again highly variable. Location has a large impact as some of the clubs were located in tourism rich and costly locations. Non-resident members were not the most frequent user of any surveyed club even though they showed a positive relationship to occupancy rates. The occupancy frequency represented by members of reciprocal clubs provided the only normal curve and continuous statistics. The mean percentage represented by reciprocal club members was 27%. The prominent purpose of travel resulting in the overnight stay in 100% of the respondent clubs was business and represented 40% to 89% of the total occupancy. A Pearson correlation test revealed a somewhat moderate relationship of 417 between the percentage of occupants on business travel and overall occupancy rate.

Location and the local economy also affected room rates. Rates ranged from $55 to $140 per night for rooms and $82.50 to $250 for suites. The significant findings related to the room rates charged for members versus non-members. In 67% of the clubs, reciprocal members and guests of members paid an average of 16% more than university club members for standard rooms. One-third of the respondents charged non-member guests an average of 12% more for suites.

Room rates did not correlate with room sizes. Again, rates often related more to the local economy and competition. The mean room size was 162 square feet. Suite sizes were inconsistent and ranged from 200 to 800 square feet. As
evidenced by the square footage, standard rooms are small compared to most hotel rooms.

The portions of the survey having the greatest affect on the economic feasibility study are the in-room and club services survey results. These results are best defined in percentages and are displayed in Tables 1 and 2. As shown in Table 1, minimum in-room service expectations of reciprocal member guests include: a bathroom, computer / fax compatible phone line, cable television, and radio. Telephone voice mail is another consideration. One specific concern cited by the University Club of Rochester was whether guests would object to window air conditioners as opposed to central air conditioning. According to the survey, and supported by the literature (Rowe, 1995), quiet window units do not negatively affect the occupancy rate or quality of the stay. One club also provided robes, an ironing board, and an iron.

Minimum expected club services, as shown in Table 2, include accessibility to: a fax machine, copier, athletic facility, and secured storage. A dedicated business office is an additional consideration. The three clubs offering room service do so until 9:00 p.m. Additional meal service considerations were also surveyed.
### TABLE 1: FREQUENCY OF IN-ROOM AMENITIES

<table>
<thead>
<tr>
<th>In-Room Amenity</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Bathroom</td>
<td>100%</td>
</tr>
<tr>
<td>Television</td>
<td>100%</td>
</tr>
<tr>
<td>Cable Television</td>
<td>89%</td>
</tr>
<tr>
<td>Radio</td>
<td>89%</td>
</tr>
<tr>
<td>Fax / Computer Line</td>
<td>56%</td>
</tr>
<tr>
<td>Telephone Voice Mail</td>
<td>44%</td>
</tr>
<tr>
<td>Blow Dryer</td>
<td>33%</td>
</tr>
<tr>
<td>Central Air Conditioning</td>
<td>33%</td>
</tr>
<tr>
<td>Coffee Pot / Coffee</td>
<td>33%</td>
</tr>
<tr>
<td>Kitchenette</td>
<td>11%</td>
</tr>
<tr>
<td>Mini-Bar</td>
<td>11%</td>
</tr>
<tr>
<td>CLUB SERVICE</td>
<td>FREQUENCY</td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>COPIER</td>
<td>100%</td>
</tr>
<tr>
<td>FAX MACHINE</td>
<td>100%</td>
</tr>
<tr>
<td>SECURED STORAGE</td>
<td>78%</td>
</tr>
<tr>
<td>ATHLETIC FACILITY</td>
<td>67%</td>
</tr>
<tr>
<td>BUSINESS OFFICE</td>
<td>44%</td>
</tr>
<tr>
<td>FREE PARKING</td>
<td>33%</td>
</tr>
<tr>
<td>ROOM SERVICE</td>
<td>33%</td>
</tr>
<tr>
<td>SECRETARIAL SERVICE</td>
<td>33%</td>
</tr>
</tbody>
</table>
On days when meal service was not available in the club, typically Saturday and/or Sunday, all but one club offered continental breakfast. Four of the respondents, or 44%, include continental breakfast in the room rate. Reciprocal arrangements with another dining facility were present in only one case. Again, this may be attributed to the location of the club and its proximity to alternate dining facilities.

After-hours security measures and staffing questions comprised the remainder of the survey. Of the nine respondents, 89% utilize a buzzer system with front desk personnel assistance for late-night entry into the university club. The remaining club issues a front-door key to guests. Overnight staffing consisted of one front-desk person in 100% of the clubs, and a security guard in 33% of the clubs. A houseman was present in one club, and one large facility employed an engineer, doorman, and laundry attendant overnight.
CHAPTER V

Summary

The University Club of Rochester, in an effort to boost revenue, seeks to determine the feasibility of renovating rooms into suites and profitably operating overnight accommodations for club members, guests of members, and reciprocal members. By surveying university clubs with reciprocity agreements, the University Club of Rochester can use these findings as a basis for establishing in-room and club service parameters, determining the service expectations of reciprocal club members, and converting these factors into economic figures.

Conclusions

The findings support the hypothesis that the study would show minimum service expectations and service systems requiring economic consideration in the determination of whether or not the University Club of Rochester should renovate and operate overnight accommodations. Despite the small sample size, several conclusions can be drawn from the survey results. One of the first correlations cited was the positive relationship between the number of non-resident members and occupancy rate. Although non-resident members were not the most frequent user of any club, this relationship would indicate the need to cater and market toward sales or travel oriented businesses and college / university students who
will potentially relocate but wish to maintain local ties. One present but inconclusive warning sign was the fact that the one non-profitable hotel operation was also the closest in terms of membership size to the University Club of Rochester. Increasing membership along with promoting its overnight accommodations, if pursued, should be considered a priority.

The primary purpose of travel was business. Accordingly, a positive relationship exists between the percentage of business travelers and occupancy rate. In-room amenities and club services should cater to the business traveler. Additional consideration should be given to installing coffee makers and telephone voice mail as these in-room amenities are among the services especially valued by business travelers. The minimum in-room amenity expectations of the reciprocal club member staying at the University Club of Rochester are: private bathroom, computer data port, cable television, and radio. The minimum club service expectations include: fax machine, copier, athletic facility, and secured storage.

Dining services currently offered at the University Club of Rochester can remain as they are with the addition of a continental breakfast either daily or on days when the club is closed. Expectations are not conclusive as to whether or not the breakfast should be included in the room rate. Location of the Club makes providing a complete and convenient list of proximate dining facilities
imperative for guests when University Club food service is not available.

Reciprocal dining arrangements are not necessary.

Also of great concern to the business traveler in particular is security. According to the findings an economical buzzer system with access granted by the front desk person is acceptable. The addition of an overnight front desk person is the only position needed for after-hours staffing.

**Recommendations**

If clarification of any of the surveyed issues is required, non-reciprocal city clubs of similar size must be contacted and research reinitiated. Additional research must be conducted in the form of focus groups, based on the findings, to address the other two potential markets: current members and other sponsored guests. When soliciting for participants of the focus groups, business travelers should be considered. These groups will assist in adjusting and further clarifying expected service systems and amenities. In addition, a local competitive analysis should be conducted to establish room rates. Results from these studies will be valuable in developing the economic pro forma as well as determining marketing strategies should the final economic feasibility study warrant continuation of the proposed renovations and hotel operation.
REFERENCE LIST & BIBLIOGRAPHY


Lodging Hospitality (1996). There's No Place Like... 52, 8.


APPENDIX

University Club Survey

Q-1  How many members do you have?
   _____ RESIDENT
   _____ NON-RESIDENT

Q-2  How many overnight accommodations do you currently operate?
   _____ ROOMS
   _____ SUITES

Q-3  Is your room rental operation profitable? (Circle number)
     1 YES   Percentage of overall revenue _____ %
     2 NO

Q-4  What is your occupancy rate? _____ %

Q-5  How would you define, in terms of percentages, the customers who utilize your
     overnight accommodations?
     _____ % MEMBERS
     _____ % FAMILY / GUESTS OF MEMBERS
     _____ % NON-RESIDENT MEMBERS
     _____ % RECIPROCAL MEMBERS
     _____ % WEDDING PARTIES
     _____ % OTHER (Please specify)

Q-6  How would you define, in terms of percentages, the travel purpose of your
     overnight guests?
     _____ % BUSINESS TRAVEL
     _____ % SPECIAL EVENTS (Weddings, guest speakers, etc.)
     _____ % PLEASURE / VACATION
     _____ % OTHER (Please specify)
Q-7  What are your room rates / ranges?

<table>
<thead>
<tr>
<th>SUITES</th>
<th>ROOMS</th>
<th>MEMBER</th>
<th>RECIPROCAL MEMBER</th>
<th>WEDDING PARTY</th>
<th>WEEKEND PACKAGE</th>
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<tr>
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<td>$_____</td>
<td>$_____</td>
<td>$_____</td>
<td>$_____</td>
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</table>

Q-8  What is the average size, in square feet, of your rooms and suites? (Please fill in the blanks)

1 ROOMS  _____ SQ. FT.
2 SUITES  _____ SQ. FT.

Q-9  Please indicate in-room amenities (Circle all numbers that apply)

1  BATHROOM
2  BLOW DRYER
3  MINI-BAR
4  KITCHENETTE
5  COFFEE POT/COFFEE
6  FAX / COMPUTER LINE
7  TELEVISION
8  CABLE TELEVISION
9  RADIO
10  TELEPHONE VOICE MAIL
11  CENTRAL AIR CONDITIONING
12  OTHER (Please specify) ________________________________________

Q-10 What club services are available for your overnight guests? (Please circle all that apply)

1  BUSINESS OFFICE
2  SECRETARIAL SERVICE
3  FAX MACHINE
4  COPIER
5  FREE PARKING
6  ATHLETIC FACILITY
7  SECURED STORAGE
8  ROOM SERVICE  . . . (Specify hours of operation) __________
9  OTHER (Please specify) ________________________________________
Q-11  What meal services are available for your overnight guests?

<table>
<thead>
<tr>
<th>Meal</th>
<th>Days of Week (Circle Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 CONTINENTAL BREAKFAST</td>
<td>S M T W TH F S</td>
</tr>
<tr>
<td>2 FULL-SERVICE BREAKFAST</td>
<td>S M T W TH F S</td>
</tr>
<tr>
<td>3 LUNCH</td>
<td>S M T W TH F S</td>
</tr>
<tr>
<td>4 DINNER</td>
<td>S M T W TH F S</td>
</tr>
</tbody>
</table>

Q-12  Is continental breakfast included as part of the room rate? (Circle number)

1  YES
2  NO
3  NOT APPLICABLE

Q-13  If meal service is not available 24 hours, are reciprocal arrangements made with local clubs or restaurants? (Circle number)

1  YES . . (Specify arrangements) __________________________
2  NO

Q-14  What after-hours front-door access security measures are in place for overnight guests? (Circle number)

1  AUTOMATED SYSTEM . (Specify type) __________________________
2  BUZZER SYSTEM WITH FRONT DESK ASSISTANCE
3  FRONT DOOR KEY GIVEN TO GUEST
4  OTHER (Specify) __________________________

Q-15  Please identify the personnel positions staffed for the overnight shift. (Circle number). Provide the number of personnel in each category. (Indicate number in blank)

<table>
<thead>
<tr>
<th>Personnel Position</th>
<th>Number of人员</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 SECURITY</td>
<td>Number of guards ___</td>
</tr>
<tr>
<td>2 FRONT DESK</td>
<td>Number of front desk personnel ___</td>
</tr>
<tr>
<td>3 FOOD SERVICE</td>
<td>Number of food service personnel ___</td>
</tr>
<tr>
<td>4 OTHER (Specify)</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

Q-16  Additional comments / recommendations: 

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________