

Designing unique and memorable experiences: co-creation and the “surprise” factor

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Abstract:-

The unique and memorable experience emerges as a strategic choice for tourism and event management organizations in order to capture an intangible differentiation. The paper proposes a theoretical framework of antecedents and outcomes of the salient experience memorizing and co-creation process. A survey was conducted with 80 post-graduate students who described a written narrative of their most memorable experiences. These experiences were classified within a grid (Pine and Gilmore, 1988): (un)controlled entertainment (D1/D2) versus (un)controlled exploring (D3/D4). Personnel's responsiveness, sympathy, professionalism and personalized and unexpected surprises are pointed out as potential competitive advantages. The experience-mix was at some extent predicted in terms of self-concept attributes (organized/disorganized, rugged/delicate, and common/unique) and ideal hotel preferences (good for shopping; promotions; and children friendly).

Keywords: event management; experiential marketing; co-creation; experience mix; experience typology.

INTRODUCTION

The experiential marketers argue that consumers no longer exist and we are all prosumers - enlightened and empowered consumers (Lenderman, 2006). The unique and memorable experience emerges as a strategic choice for tourism and leisure organizations in order to capture an intangible differentiation (Feakins and Zea, 2000; Pine and Gilmore, 1999; Williams, 2006). It is imperative to understand the role of the emotional relationship that is established between the consumer and hotel services, which contributes to boost the consumers' satisfaction when their expectations are fulfilled (Fuchs and Weiermair, 2004; Stockdale, 2007). In city management, the notion of experience has been adopted in order to develop innovative approaches and fruitful urban regeneration strategies (Mansfeldt, Vestager and Iversen, 2007).

Traditionally, tourism researchers argue that people go on vacation in order to get away from everyday experience or in search of new experiences.

However, the notion 'experience' may mean different things to different people (at different points in time) (Blichfeldt, 2007; Kylänen, 2006).

The main contribution of this paper is a new theoretical framework that describes the role of the experience mix and experience providers' characteristics on consumer satisfaction, moderated by consumer behavior antecedents. This conceptual model allows a discussion regarding the design of experiences within tourism context, seen from producers' as well as consumers' optics.

The aims and focus of the research were defined through a set of research questions as follows:

RQ1. What are the factors that influence the unique experience memorizing and eliciting process?

RQ2. What are the experience mix characteristics that shape their experience in hotels and restaurants?

In order to address these research questions an inductive and interpretive approach was used based on grounded theory and multiple methods. This is a flexible, reflexive approach that enables the researcher to explore the complexity of the customer-tourism brand relationship and reflect the subjectivity and multiplicity of consumer experiences. Tourism-related offerings are complex products, as they have an extended structure in both space and time. For example, visitors to a destination encounter a stream of suppliers, such as transport, accommodation providers, foodservice outlets and attractions.

Literature Review

Today's tourists are looking for unique gratifying experiences. They are in constant pursuit of new destinations and new activities to quench their thirst for novel experiences. Thus, the hospitality and tourism industries are constantly looking for creative ideas and innovative products/services that can satisfy their customers' desires for new enjoyable experiences. By providing unique and imaginative products/services, hospitality and tourism operators can differentiate themselves from the rest of the crowd and gain a competitive advantage over those who continue to offer the same old products/services.

As Pine and Gilmore (1999, p.2) explain: "When a person buys a service, he purchases a set of intangible activities carried out on his behalf. But when he buys an experience, he pays to spend time

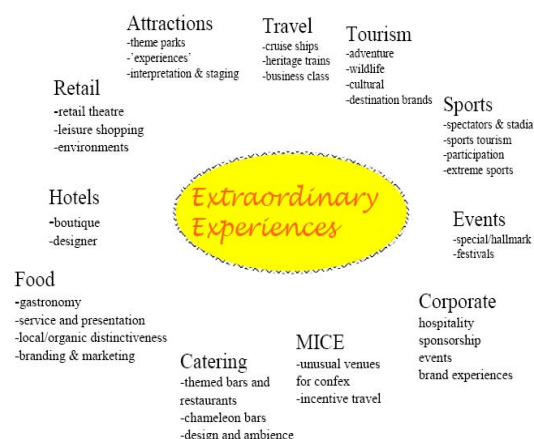
enjoying a series of memorable events that a company stages – as in a theatrical play – to engage him in a personal way. Evidence for this trend in innovative hospitality and tourism products/services is the surge in the building of themed hotels, themed restaurants and themed cruises that immerse their guests into new imaginative experiences based on some central themes such as geographical location, culture, time period, activities, etc. According to Oh, Kim and Shin (2004) and Morgan and Watson (2007) there has been relatively little in-depth research into the experience of tourists, and the research that has been undertaken has been focused primarily on consumer behavior and consumer marketing.

Morgan and Watson (2007), who compiled a resource guide in *Extraordinary Experiences*, pointed out that the roots of experiential marketing are based on Schechner's (1988) Performance Theory and the service-as-drama metaphor of Grove, Fisk and Bitner (1993). Their approach has led to a growing number of management books on how to make the customer experience the centre of the organization's strategic planning, marketing and operations and the concept of Customer Experience Management (CEM) (Schmitt, 1999, Shaw, 2005, Smith and Wheeler, 2002). Many of the products in Figure 1 involve skilled consumption (Scitovsky, 1976), physical or intellectual challenge and the sharing of experience with a community of like-minded people (Beard and Ragheb, 1983). These insights can be used to explain the growing interest in participative and extreme sports, and in new types of cultural, adventure, sports and creative tourism (Richards and Wilson 2006).

The experiential typology

A distinction is often made between everyday and extraordinary experiences (Abrahams 1986). In a way, everything is experience. Figure 1 show a range of examples of "experience" products offered, all of which aim to provide something extraordinary, something which will stand out from everyday life and from all the competition for people's spare time and disposable income (Morgan and Watson, 2007). Pine and Gilmore's (1998) defined and characterized of the 'experience economy'. They suggest that the economy has evolving from a service paradigm into an experience paradigm, and that revenues would be generated more and more from memorable, exciting and engaging experiences. The notion of experience economy can be extended to complex economies such as cities and regions (Mansfeldt et al., 2007).

Figure 1- The experiential typology. Source: Morgan and Watson (2007).



So in what sense is the element of experience 'new'? The novelty lies in the fact that 'experience' is designed, intentionally produced, organized, budgeted, calculated, priced, and (often explicitly) charged for (Pine and Gilmore, 1998). The experiential component is a new element that adds adventure and strong emotions to the short time the tourist spends in his destination and as proposed by the model of customer satisfaction of Kano et al. (1984) it produces a very high satisfaction because it overcome the expected quality¹. Recently, Bigné, Mattila and Andreu (2008) found that the impact of satisfaction is not limited to loyalty; rather its effects extend to other behavioral responses such as consumers' willingness to pay more for the service. When exceeding pre-purchase expectations, the customer satisfaction amplifies consumers' on-the-spot behaviors such as souvenir purchases. The study's findings also highlight the salience of emotions in understanding consumer responses to hedonic services. Specifically, pleasure is positively linked to both satisfaction and loyalty behaviors.

According to Pine and Gilmore (1998), quoted by Stamboulis and Skayannis (2003), the realms of experience may be categorized along two dimensions, ranging from passive to active participation and from absorption to immersion, creating four quadrants where different types of experiences could be placed (see Figure 2): a) *Entertainment* involves passive participation and absorption of customers' attendance, as in the case of music concerts; b) *Education* involves active participation and absorption of the customer, such

¹ The Expectancy-Disconfirmation Paradigm (EDP) has become the dominant framework employed in the assessment of customer satisfaction with hospitality and tourism services. However, as Yüksel and Yüksel (2001) pointed out, there are a number of conceptual and operational issues relating to the EDP that rise questions about its reliability in assessing customer satisfaction with tourism and hospitality services.

as in sports practice or seminars; c) *Escapist* experience involves active participation of customers immersed in it, as in the participation in religious ceremonies or destinations, working holidays and involvement in projects of NGOs, or even mass tourism in exotic destinations; d) *Aesthetic* experience occurs when customers are immersed passively in the experience in sightseeing, trekking, swimming holidays, etc. In an experience-based exchange the tourist enters into a multifaceted interaction with the actors and the setting of a narrative staged by the local community. Each individual experience is articulated through the four realms in a unique way. A destination should deliver experiences that encompass all four realms, although different points of emphasis may occur. Pine and Gilmore (1998, p. 102) argue that ‘generally, we find that the richest experiences—just as going to Disney World or gambling in a Las Vegas casino—encompass. Schmitt (1999) also introduced the concept of Strategic Experiential Modules (SEM) as a set of experiences. Each SEM has different principles of marketing: sensory experiences, perceptive (sense); experience emotional, sentimental (feel); creative cognitive experiences (think); physical experience and lifestyle-related (act); and social-identity experiences arising from the relationship with a group or reference culture (relate). These experiences are implemented through the experience providers and the ultimate goal is always to create holistic experiences for consumers.

Alternatively Mansfeldt, Vestager, and Iversen, (2007) made a different approach through four different definitions and meanings of experience

design (see Figure 2). ‘Experience’ and ‘design’ are nouns as well as verbs. This fact makes it possible to revise the meanings arising from the etymologies of the two concepts in terms of the static (noun) as opposed to dynamic (verb) attributes. As a noun experience is here defined as the observation and spatial participation in an event. The experience as a verb includes here the anticipations of the event (before the event), the emotional sensations that results from living through the event (during the event) and the memories and the recollection once the event is completed (after the event). The more dynamic an experience design is, the more it implies a co-creating relationship between producer and consumer.

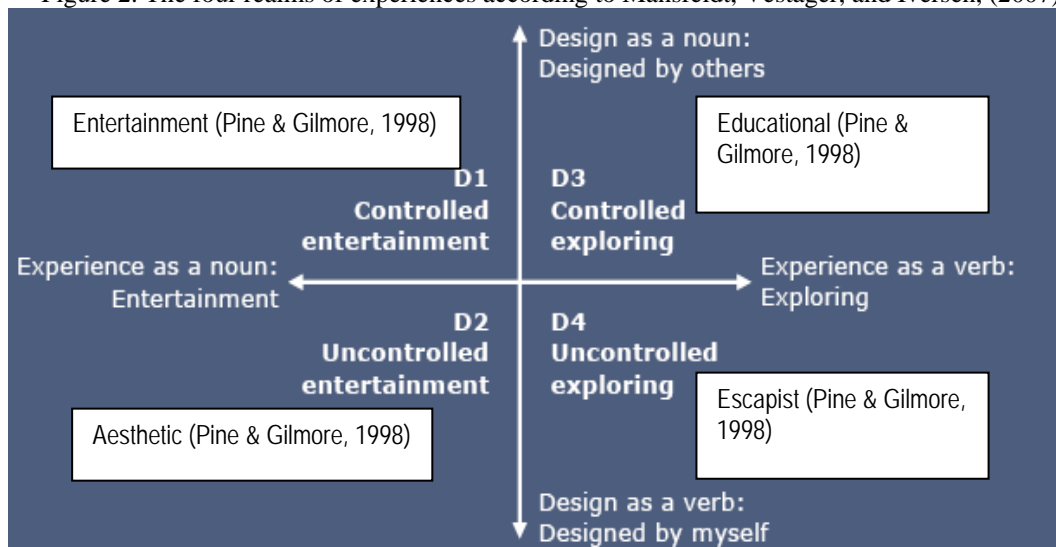
•**D1** (experience as noun & design as noun): the physical arrangement of an event and its participators in a specific form depicted as taking place in a certain delimited span of time and circumscribed place.

•**D2** (experience as noun & design as verb): the constant reshaping of the experience regarded as delimited in space and time.

•**D3** (experience as verb & design as noun): to live through the physically formed event, including before and after the ‘intensive’ phase of the experience.

•**D4** (experience as verb & design as verb): the constant reshaping of the emotional sensational and subjective contemplations regarding the experience, its ‘before’ and ‘after’, that is, the experience as a seamless process. The experience design of D4 is purely phenomenological and individual – and is as such out of reach for the production side of the experience.

Figure 2. The four realms of experiences according to Mansfeldt, Vestager, and Iversen, (2007).



According to Mansfeldt, Vestager, and Iversen, (2007), the consumer is attracted and approaches the offered experience, situated in a geographical

space. The experience can only be experienced in absolute space, on a physical place. The physical place is the mediator between provider and

consumer. A few examples on D1 within tourism are: a visit to a theme park, a sightseeing-bus tour, a traditional art museum or similar, where the individual's experience is more or less decided and designed beforehand. Relational space is the product of processes and events rather than that processes and events takes place in space. Space could therefore be seen as a verb rather than a noun.

In Figure 2, the internal connection and tension between the two concepts 'experience' and 'design' are exemplified through the four descriptions 'controlled entertainment', 'uncontrolled entertainment', 'controlled exploring' and 'uncontrolled exploring'. 'Experience design' is the physical arrangement of an event and its participants in a specific form depicted as taking place in a certain delimited span of time and circumscribed place the experience is designed for the tourist and defined in space and time (D1 – Controlled entertainment). When 'experience design' is the constant reshaping of the experience regarded as delimited in space and time, the experience is still designed for the tourist but undefined in space and time (D3 – Controlled exploring). When 'experience design' is to live through the physically formed event, including before and after the 'intensive' part of the experience, the experience is designed by the tourists but defined in space and time (D2 – Uncontrolled entertainment).

Mansfeldt, Vestager, and Iversen, (2007) clear the notion of 'performance turn' in opposition to the 'tourist gaze' and other representational approaches privileging the eye by arguing that 'tourism demands new metaphors based more on being, doing, touching and seeing rather than just being entertained or "seeing". The 'tourist gaze' has been extremely influential in portraying the tourist experience as a visual experience; 'the tourist gaze' suggests that people travel to cities that are striking visually. In contrast, 'the performance turn' highlights how tourists experience in more multi-sensuous ways that can involve more bodily sensations, from touching, smelling, hearing and so on. On other hand, instead of passive spectators that follow pre-scripted routes, the 'performance turn' insists on uncovering creativity, detours and productive practices. The accumulated knowledge from interaction with tourists can be incorporated in intelligence which is destination-specific and user-oriented, thus providing an intangible (and so less replicable) source of competitive advantage.

According to those authors culture becomes a central element of value production in a dynamic

interactive way. Richards and Wilson (2006) also suggest the reorientation of the current models of "cultural tourism" towards new modes of creativity-led tourism – the creative tourism or the edutainment (cultural consumption). In creative tourism there is an active involvement of tourists in different activities that include geology, painting, cooking, singing, crafts, jazz improvisation, sculpture and mosaics.

Theoretical Framework

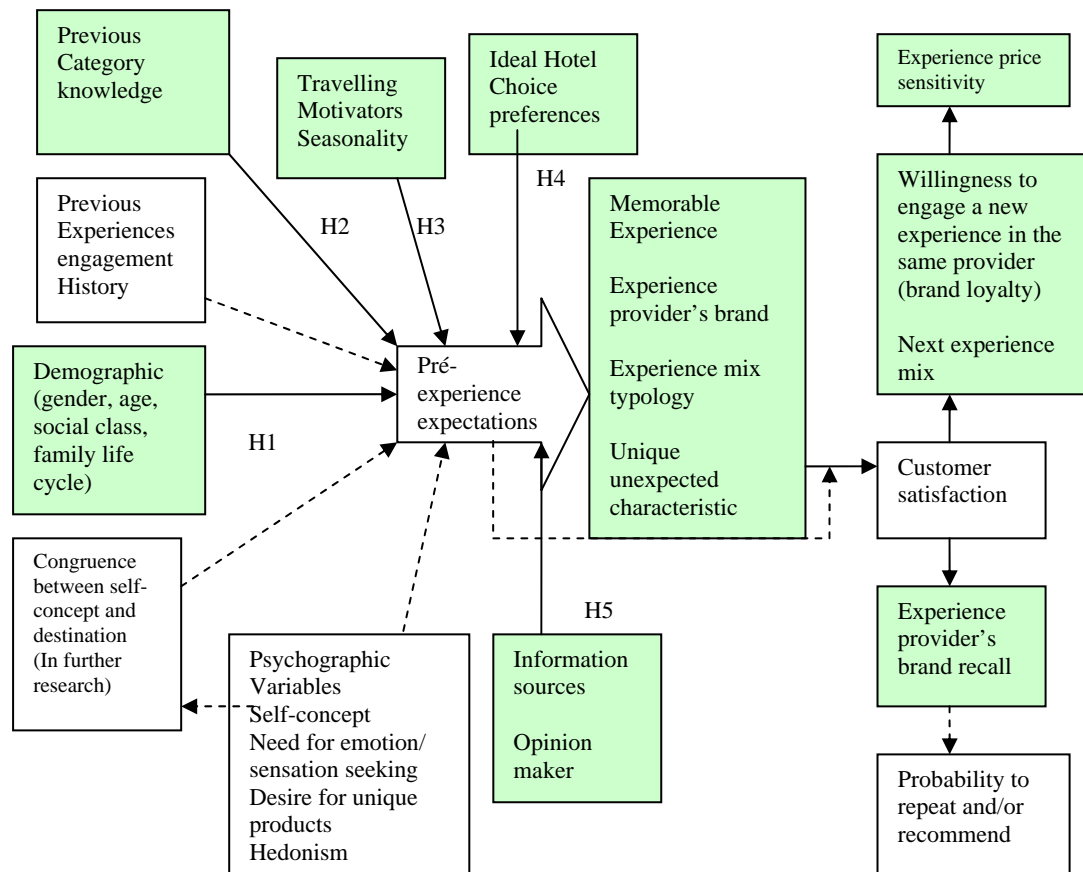
Based on literature review, a theoretical framework that describes the antecedents and outcomes of the experience memorizing and eliciting process is proposed in Figure 3. The consumer shapes his/her pre-experience expectations based on the previous category knowledge, experiences engagement history, information sources influence, traveling motivators and ideal hotel preferences. The individual demographic such as gender, age, social class or family life cycle or lifestyles (Naylor and Kleiser, 2002) and the psychographics variables (variety seeking, hedonism (Batra and Athola, 1991), arousal/sensation seeking (Zuckerman, 1979) and need for emotions (Raman, Chattopadhyay and Hoyer, 1995), desire for unique products (Lynn and Harris, 1997) moderated by the self-congruency mechanism (Sirgy, 1982; Malhotra, 1981), they also will explain the why that particular experience (a construct composed by the experience provider, the experience mix with a unique unexpected attribute) was so strongly and positively memorized. A high gap between pre-experience expectations and the customer satisfaction will be positively correlated with the experience provider's brand recall, the willingness to repeat or recommend the experience or the willingness to engage a new experience in the same provider (brand loyalty).

In this paper some (but not all) hypothesis are analyzed (see Figure 3):

The characteristics of the elicited and salient experience construct, namely the experience typology, the experience provider's brand recall, the ideal designed experience's mix are influenced by:

- H1- individual demographic variables (gender, age, social class or family life cycle);
- H2- previous category knowledge;
- H3- traveling motivators;
- H4- ideal hotel preferences;
- H5- information sources.

Figure 3 – Theoretical framework.



Methodology

The consumer satisfaction is something that emerges over the course of the whole experience, rather than a response to individual attributes of the service. This requires new forms of research such as Experience Mapping (Schmitt, 2003), theatrical scripting (Harris et al, 2003), critical moments of truth or the phenomenographic analysis. According to Morgan and Watson (2007), participant observation techniques (Bowen, 2002), ethnographic (Daengbuppha, Hemmington and Wilkes, 2006) and narrative research are more likely to provide insights than quantitative methods. Although Trapp-Fallon (2003) claimed that oral narrative is richer, in this paper, respondents were invited to write down their experiences narratives.

A total of 80 subjects (47,5% male and 52,5% female) answered a self-administrated questionnaire. Respondents were selected using a convenience method that included mainly post-graduate students with a wide range of jobs and occupations (87,5% belongs to social classes A/B). Subjects are aged between 20 and 59 years old (M=32,3; SD=8,50) and live in North of Portugal. In the last year, they mostly preferred to stay in 4 stars hotels (65%), 3 stars hotels (55%) and 5 stars hotels (34%) and, in average, they frequent hotels 5 to 6 times per year. The most important motives for

travel are: Professional motives (M=4,02; SD=1,33); good climate and good weather (M=4,01; SD=1,24).

Respondents were invited to write down the narrative of the most memorable, unique and positive experience in tourism context. Then the following independent variables were assessed in a self-administered questionnaire: category knowledge (number and type of hotels used); using a five points Likert scale (1- less important; 5- very important) respondents measured the importance of motivators for using hotel, 25 hotel choice criteria, the basic (minimum) requirements, importance of different information sources, subject self-concept measured by the 16 item adapted from Malhotra (1981) Scale. Respondents also identified potential competitive advantages and differentiation factors that may lead to high customer satisfaction.

Discussion of Results

The experiences reported were classified according to the Mansfeldt, Vestager, and Iversen (2007) grid: D1 controlled entertainment (47,5%), D2- uncontrolled entertainment (16,3%), D3- controlled exploring (28,8%), D4- uncontrolled exploring (7,5%). One-way ANOVA analysis with Scheffe Post-hoc tests revealed some significant differences:

a) The subjects that experienced uncontrolled entertainments (designed as D2 subjects) are older than the ones that experienced controlled entertainments (designed here as D1 subjects) ($M_{D2}=38,7$; $SD_{D2}=10,27$; $M_{D1}=31,0$; $SD_{D1}=7,6$; $F_{3,76}=3,21$; $p=0,028$) (H1 validated);

b) The D1 subjects perceived a greater importance of national holidays as a travel driver than D2 subjects ($M_{D1}=3,18$; $SD_{D1}=1,11$; $M_{D2}=1,7$; $SD_{D2}=0,95$; $F_{3,62}=4,27$; $p=0,008$) (H3 partially validated);

c) D4 subjects rated a significantly lower perceived importance of hotel animation ($F_{3,74}=2,95$; $p=0,038$) (H4 partially validated);

d) Finally, D3 subjects considered themselves more "emotional" than D4 subjects who considered themselves more "rational" ($M_{D3}=3,47$; $SD_{D3}=1,16$; $M_{D4}=2,00$; $SD_{D4}=0,89$; $F_{3,73}=2,74$; $p=0,049$).

There is no gender effect in the reported experience's type. The experiences were classified in 28 different categories. The major categories are: nature (12,5%); romantic/honey-moon (11,3%), hotel physical attributes (ambience, quality) (10%); city break (6,3%), celebration/party (6,3%) or hedonic pleasure (Spa, relax) (6,3%). In terms of SEM's typology proposed by Schmitt (1999), the

experiences were classified as sensorial/sense (41,3%), emotional/feel (23,8%), cognitive/think (1,3%), physical/act (8,8%) and social/relate (25%). Half of the respondents clearly remembered the name/brand of experience provider (hotel/restaurant) stating that it is their favorite hotel/restaurant.

The characteristics of "ideal hotel" and their perceived importance are presented at Table 1. Personnel sympathy, security, relax/ resting, and safe parking are the most important attributes. When asked to state the potential sources of competitive advantage and hotel differentiation, 25% of respondents stressed the strategic importance of personnel's responsiveness, courtesy, sympathy and professionalism, while 16% of respondents referred the personalized service but with an extra aspect - it must include an unexpected surprise. This surprise component has a weight of 11% in the list of experiences designed by respondents and that corresponds to the type of experiences they would like to engage in the future in tourism or hospitality context (see Table 2).

Table 1 – "Ideal hotel's attributes" and their perceived importance.

	N	Mean	SD	Significant differences		N	Mean	SD
A24- Personnel Sympathy	80	4,59	,77		A8- Promotions	78	3,65	1,08
A7- Security	79	4,51	,76		A17- Sport activities	78	3,61	,98
A16- Relax/ resting	77	4,16	,84		A15- SPA	77	3,48	1,11
A14- Safe parking	77	4,14	1,01		A13- Contact with local people	77	3,47	,98
A5- Design	77	3,94	,98		A11- Center location	77	3,39	1,24
A19- Typical food	78	3,90	,85		A20- Calmness	78	3,36	1,12
A2- Beach nearby	78	3,83	1,11		A21- Personalized programs	77	3,35	1,16
A12- Swimming pool	78	3,83	1,01		A9- Wifi/ Free Internet	77	3,22	1,23
A22- Routing	79	3,82	1,07		A18- Modern restaurant	77	3,10	1,10
A10- On line booking	78	3,82	1,09		A25- Crowded destination	78	3,00	1,04
A1- Access/ Transports	80	3,80	1,18		A23- Children friendly	77	2,54	1,35
A4- Heritage value	78	3,68	1,01		A3- Shopping	77	2,48	1,28
A6- Animation	78	3,68	1,05	D4< D1,D2 ,D3				

Table 2 – Experiences designed and suggested by respondents.

	Frequency	Valid Percent
Hedonic: SPA; A relaxing week in hotel over the sea in tropical island; Massage service in bedroom	10	19%
Pleasant surprises: Champagne and cakes at the arrival	6	11%

Cultural events: Historic role-playing/ middle age	5	9%
Exotic destinations: French Polynesia, Japan (oriental culture), Dubai, Safari in Africa/ Safari in Mozambique	4	7%
Food: Scones after dinner by the fireplace in winter; lunch with seafood with table in the see (Brazilian beach)	3	6%
Romantic: weekend in Alpes in a house with fireplace; dinner	3	6%
Contact with local inhabitants	2	4%
Hotel Animation: facilities, culture, animation and baby-sitting, thematic parties	2	4%
Cruise: River Douro	2	4%
Hotel Design: Submarine hotel; Hotel over the water	2	4%
Snow resort (Spa, massages, gastronomy)	2	4%
Sport: Bicycle route, pedestrian routes, diving or Radical sports	2	4%
Social Events: Wedding party in Tahiti	1	2%
Space trip to the Moon	1	2%
Games: Visit Las Vegas and play at Casino	1	2%
City-Break: Tour in European capitals (luxury hotels)	1	2%
Free services (ex: iron)	1	2%
Hotel Service: Welcome reception	1	2%
Nature: weekend in a farm, good gastronomy and contact with nature	1	2%
Diversified program, a theme for each day	1	2%
Relaxing Meeting with friends	1	2%
Total	54	100%

A K-means cluster analysis was made in order to identify target segments in the sample. The membership of respondents are characterized in Table 3: Cluster 1- 41 subjects composed mostly by modern, liberal, young adult women that engaged D1 and D3 experiences; Cluster 2- 12 subjects, traditional middle-aged men that engaged D2 and D3 experiences; and Cluster 3- 19 subjects, modern and sophisticated adult men that engaged also D1 and D3 experiences.

Finally, in order to predict the experience's typology based on individual independent variables, a discriminant analysis was made with the 51 respondents that proposed new experiences. The group centroids for each experience design

type (D1,D2, D3, D4) determined by a stepwise discriminant analysis which included the following independent variables (see Table 4) in terms of self-concept items and ideal hotel attributes are presented in Figure 4: SC2 (organized/ disorganized); SC3 (rugged/ delicate); SC7 (common/unique); A3- good for shopping; A8- promotions; A23- children friendly. At each step, the variable that minimizes the overall Wilks' Lambda entered with the criteria: maximum significance of F to enter is 0,05; minimum significance of F to remove is 0,10. (Box-M=62,12; n.s.). However only 63,5% of original grouped cases correctly classified.

Table 3- Clusters and their characterization in terms of relevant variables.

Cluster		A13	A25	Age	SC6	SC11	SC15	P&G	P&G	P&G	P&G	Male	Female
		Contact Local People *	Crowded Destination **										
1 (N=41)	M	3,49	3,31	26,76	2,17	3,95	3,32	67,6%	33,0%	55,0%	50,0%	45,7%	67,0%
	SD	,90	,96	3,21	,74	,80	1,25	56,1%	9,8%	26,8%	7,3%	39,0%	61,0%
2	M	4,17	2,33	47,0	3,17	3,67	3,92	8,8%	33,0	20,0	16,7	20,	13,5%

(N=12)				8					%	%	%	0%	
	SD	,83	,89	4,85	1,19	,98	,90	25,0%	33,3%	33,3%	8,4%	58,3%	41,7%
3 (N=19)	M	3,26	2,74	35,58	2,79	3,10	4,00	23,5%	33,0%	25,0%	33,3%	34,3%	18,9%
	SD	,93	,81	2,41	1,13	1,05	,74	42,1%	21,1%	26,3%	10,5%	63,2%	36,8%
Total	M	3,54	3,00	32,47	2,50	3,68	3,60	100%	100%	100%	100%	100%	100%
	SD	,93	,98	8,27	1,01	,96	1,12						

* (p<0,05), ** (p<0,01), *** (p<0,001) One-way ANOVA F tests significance level.

Conclusions

This paper aimed to contribute with a new theoretical framework that describes the role of the experience mix and experience providers' characteristics on the unique experience memorizing and eliciting process. The experiences' collection of 28 categories was collected and classified according Mansfeldt et al. (2007) grid typology. A clusters analysis identified three clusters but not related with the experiences' typology. The subjects that experienced uncontrolled entertainments (D2) are older than the ones that experienced controlled entertainments (D1) which seem to be associated with the traveling

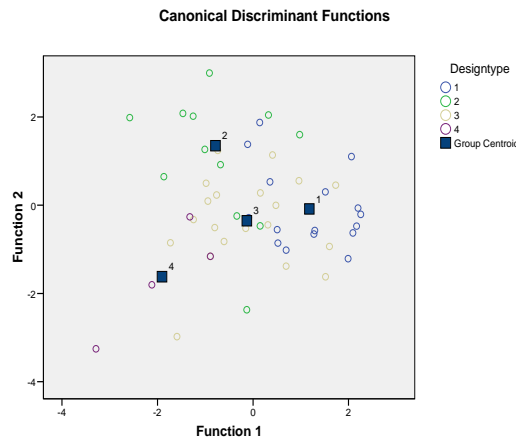
during national holidays. Uncontrolled exploring (D4) are more relevant for those that have a lower perceived importance of hotel animation. Controlled exploring (D3) are more remembered by "emotional" subjects while uncontrolled exploring (D4) are more salient to "rational" individuals. Personnel's responsiveness, courtesy, sympathy and professionalism and personalized and unexpected surprises are pointed out as important competitive advantages.

Finally, the experience-mix of a future experience is somehow predicted in terms of self-concept items (organized/disorganized, rugged/delicate, common/unique); and ideal hotel preferences (good for shopping; promotions; children friendly).

Table 4 - Standardized Canonical Discriminant Function Coefficients

	Function		
	1	2	3
SC2 (organized/disorganized)	,810	-,185	,096
SC3 (rugged/ delicate)	-,322	,761	,718
SC7 (common/unique)	-,651	-,528	,035
A8 (Promotions)	,168	,871	-,422
A3 (good for shopping)	,581	,280	,252
A23 (Children friendly)	,253	-,718	,337

Figure 4- All groups' centroids scatter plot according to the typology of experiences designed by subjects.



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Appendix A

List of Experiences reported by respondents.

Grid	Category	Description	Place	Hotel
D1	Ambiance	Glamour in restaurants and hotels	Formentera, Spain	
D1	Ambiance	Fundão Hotel's ambience	Fundão, Portugal	Hotel Fundão
D1	Anniversary	Anniversary: romantic program with wife	Porto, Portugal	Hotel Sheraton
D1	City event	Christmas tree in Porto	Porto, Portugal	
D1	Concorde flight	Heathrow VIP room (Concorde Flight)	Heathrow, England	
D1	Country side	Rural hotel	Rendufe, Portugal	Quinta do Esquilo
D1	Cruise Trip	Greek island cruise trip	Greece	
D1	Gastronomy	Wine degustation	Porto, Portugal	Bull & Bear
D1	Gastronomy	Food degustation meal	Valencia, Spain	
D1	Gastronomy	Gastronomy in Brazil	Brazil	
D1	Gastronomy	Service in Guarani Restaurant	Braga	Guarani Restaurant
D1	Health care	hotel's personnel help him when ill	Lisbon, Portugal	Ritz hotel
D1	Helicopter trip	Helicopter trip in Rio Janeiro	Rio Janeiro, Brazil	
D1	Heritage	Heritage ambience in Sport center in Scotland	Scotland	
D1	Honey-moon	Honey-moon in Natal, Brazil	Natal, Brazil	Pestana hotel
D1	Honey-moon	Honey moon in Madeira	Madeira, Portugal	
D1	Hotel Quality	Vacancies in Riviera Maya (gastronomy, climate)	Riviera Maya, Mexico	
D1	Hotel Quality	Vacancies in Ocidental Hammamet Hotel	Hammamet, Tunisia	Ocidental Hammamet
D1	Hotel Quality	Overall hotel quality	Luso, Portugal	Hotel Luso
D1	Music event	Music Festival in Marina Park Hotel	Vilamoura, Algarve, Portugal	Marina Park hotel
D1	Music event	Jazz concert in Hotel Opera	Lisbon, Portugal	Hotel Vila Galé Opera
D1	Nature	Mountain site seeing	Geres, Portugal	Restaurant
D1	Nature	Chamonix room balcony view	Chamonix, France	A. de Jeunesse Chamonix Mt. Blanc
D1	Pleasure/hedonism	Bath in Hotel's swimming-pool at terrace with view to Maiorca city	Maiorca, Spain	
D1	Pleasure/hedonism	Warm water swimming pool in snow hotel	Baqueira Beret, Alpes	Hotel Mont Blanc
D1	Relax/spa	See view from hotel balcony	Funchal, Madeira	
D1	Romantic dinner	Romantic diner in Pousada StªMarinha	Guimarães, Portugal	Pousada Santa Marinha
D1	Romantic dinner	Romantic dinner with music	Hammamet, Tunisia	Iberostar Phenicia-Hammamet
D1	Romantic weekend	Romantic weekend in Ofir	Ofir, Portugal	Hotel Ofir
D1	Romantic weekend	Romantic weekend in Gerês	Gerês, Portugal	Hotel Àguas do Gerês
D1	Room ambience	Room ambience in Radisson Hotel, Rome	Rome, Italy	Radisson Hotel
D1	Room service	Fruit offered in room service	Punta Cana, Mexico	Hotel Ifu Villas Bavano

D1	Scientific	Visit to NASA center in Tampa and watch astronauts life	Tampa, Orlando (US)	
D1	Skyscraper	Visit to New York Twin Towers (before 9/11)	New York	
D1	Social Responsibility	Human resources recruitment policy Sheraton Hotel Rio Janeiro	Rio Janeiro, Brasil	Hotel Sheraton
D1	Spa	Spa in Vimeiro Golf Mar Hotel	Vimeiro, Portugal	Hotel Golf Mar
D1	Thematic park	Honey-moon in Tenerife (visit to Loro Park)	Tenerife, Spain	
D1	Welcome party	Welcome reception party in Hotel	Riviera Maya, Mexico	Hotel Baia Principe
Dx	Category	Description	Place	Hotel
D2	Anniversary	Anniversary program in San Isidro with friends	San Isidro, Spain	Hotel Ca'l Xabú
D2	Celebration	Free drinks celebrating the victory of Barman's football club	Lisbon, Portugal	Sana Metropolitan
D2	Exotic/tropical	Exotic animals in Hotel	Riviera Maya, Mexico	Ocean Coral & Turquesa
D2	Festival	Medieval festival (time traveling)	Silves, Portugal	
D2	Heritage	Heritage (street ambiance)	Trujillo- Cáceres, Spain	
D2	Holiday party	New year night	La Coruña, Spain	Hotel Melia
D2	Karaoke	Karaoke with friends	Mondim de Basto, Portugal	Aquahotel
D2	Meet celebrities	Meet Richard Gere in Peninsula Hotel (Chicago)	Chicago, USA	Hotel Peninsula
D2	Religious ritual	Religious ritual of Maya civilization	S.Cristovão de las Casas, México	
D2	Single farewell party	Single farewell party	Vila Nova Gaia	Restaurant Dona Grelha
D2	spice adventure	Adventure/ surprise in hotel (prostitution)	Tanger, Morocco	4 stars hotel
D2	Vacancies	"All inclusive" in Hotel Baia Principe	Rep. Dominican	Hotel Baia Principe
D2	Wedding	Wedding lunch as a guest	Santo Tirso, Portugal	Quinta da Cerdeira
D3	City-break	Amsterdam city break	Amsterdam, Holland	
D3	City-break	Wien city break, heritage, gardens	Wien, Austria	
D3	City-break	Paris city break, Eiffel tower	Paris, France	
D3	city-break	Edinburgh city break	Edinburgh, Scotland	
D3	Cruise	Cruise in Douro river	Douro river, Portugal	
D3	Cruise	Trip in Catamaran in Cuba (diving, dolphins)	Caribbean see, Cuba	
D3	Diving	Diving in Curacao	Curacao, Antilhas	Breezes Resort
D3	Ethnography	Contact with local inhabitants	Funchal, Madeira	Hotel Savoi
D3	Friends trip	Trip with friends	Benidorm, Spain	
D3	Friends trip	Trip with friends	Évora, Portugal	
D3	Friends trip	unexpected rent of 6 person vehicle	Madeira	
D3	Hotel Quality	Week with friends in Grand Oasis Hotel, Cancun	Cancun, Mexico	Grand Oasis Hotel
D3	Nature	Telepheric trip at Mont Blanc	Alpes, France	

D3	Nature	Walking in warm, low and clear see waters	Saona Island, Dominican's Republic	
D3	Nature	Climbing down vulcan crater in Santo Cristo	S.Jorge island, Azores	
D3	Nature	Timajara Park (vulcan landscape similar to lunar scenary)	Lanzarote, Spain	
D3	Nature	Camping in Monsanto	Monsanto, Portugal	Camping park Monsanto
D3	Night party	Night party at Vigo Marina	Vigo, Spain	
D3	Romantic dinner	Safari and romantic dinner	Quenia	
D3	Snow activities	Week with friends in Andorra's snow center (sky, spa)	Andorra, Spain	
D3	Vacancies	Summer Vacancies in Tivoli Arade	Portimão, Portugal	Tivoli Arade
D3	Vacancies	Summer Vacancies in Tivoli Albufeira	Albufeira, Portugal	Tivoli Albufeira
D3	Vacancies	Summer vacancies with friends in Marbella	Marbella, Spain	
D4	City-break	weekend in Galiza (Vigo, Santiago)	Vigo, Spain	
D4	Memories	Return to Mozambique 32 years after she has born	Mozambique	
D4	Nature	Bicycle ride in Danubio riverside	Melk, Austria	4 stars hotel
D4	Nature	Walking and swimming in Geres Mountain's lake	Geres, Portugal	
D4	Nature /adrenalin	Climbing mountain under snow storm	Almandor, Gredos Mountain, Spain (2500 m)	
D4	Nature /adventure	Safari in desert (3 days) (Tunisia)	Tunisia	