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Maintaining Relevance in a Changing World

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Bok Tower Gardens

Maintaining Relevance

in a Changing World



**BOK TOWER
GARDENS**
NATIONAL HISTORIC LANDMARK



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Executive Summary

Bok Tower Gardens (BTG) is located in Lake Wales, between Tampa and Orlando, and offers the Singing Tower, the gardens, the Pine Ridge Trail and the Pinewood Estate along with a visitor center and a café. BTG stretches nearly 50 acres of Olmsted Gardens and is built on Iron Mountain, one of the highest points in Peninsular Florida. The Gardens is listed as a National Historic Landmark on the National Register of Historic Places. BTG recorded 149,888 visits in 2011, slightly more than its 2002-2010 average of 133,045.

Increasing total visitation is an important goal for BTG. At the request of BTG, the Dick Pope Sr. Institute for Tourism Studies at the Rosen College of Hospitality Management at the University of Central Florida explored the impact of visitors' experience on their post behavioral intentions to return to the garden or to talk favorably about the garden. This report is not an evaluation of efforts to increase visitation. The report is exploratory in nature with its central intent being to assist BTG management in framing the visitor experience and develop responsive and proactive strategies to make visits enjoyable and to increase attendance and revenues.

The research results reveal that there are three distinct groups visiting BTG. Group 1 is very affluent, young, educated, first timers, and mainly from the Lake Wales area. These respondents seem to be explorers and adventurers and are named the *Young Explorers*. Group 2 is blue collar, young, less educated, and is mainly from Orlando (27%) and Lakeland (27%). This group is looking for something to do and is called the *Neighboring Blue Collars*. Group 3 is mature, loyal, educated and affluent and is predominantly from the Lake Wales area. This group is called the *Loyal Boomers*. The Young Explorers represented 32.6% of the total respondents, while the

Neighboring Blue Collars and Loyal Boomers accounted for 28.9% and 38.5% of the respondents, respectively.

BTG has faced a challenge of developing and maintaining a clear and recognizable identity over time. Restating the BTG identity is timely. The garden is conceived as being different in time and space (enjoyment) with a pleasant environment and a convenient place of knowledge (activities). The meaning of the Gardens as conceived by the survey respondents is clear: rest is joy and joy is the result of actively co-creating the Gardens. In other words, the visitor is no longer a person who just visits to gaze or to passively wander through the Gardens, but a visitor is an individual who would like to be involved, to understand, to learn how nature can offer him a happier and more complete life. This is a critical thinking process. Bok's story therefore is not the garden but the cultural landscape.

The shift from garden to cultural landscape is demanded by youngsters. This group already constitutes one out of three visitors and seems underwhelmed by their experience at the BTG. The youngsters' experience can be shaped at two specific points at the garden: the café and souvenirs. The analysis suggests that BTG should consider developing visitor experiences that reflect: lifestyle and knowledge based offerings; promoting activities more effectively to the youngsters; and, paying more attention to the intangible aspects of the garden experience, such as staff competency in shaping and facilitating stories about BTG.

The program for relevance bears the message that the purpose of the creation of Bok was not just creating but that it has an end, a goal. The garden was so created that we may find rest within the garden visit while accomplishing joy. It is the main task of the current management to create reality beyond that of beautiful





vision – not by changing the physical configuration of the garden, but by shaping the outcome of the experience. That outcome promulgates a search for meaning for younger visitors and a reflection of meaning for the more mature visitor.

Purpose and Background of the Study

This report explores the quality of service performance, satisfaction and future intention to visit the Bok Tower Gardens (BTG). Ensuring satisfactory visitor experiences forms a crucial role in determining the long-term viability and success of BTG. Understanding the impact of experience on post behavioral intentions aims to help the BTG management frame the visitor experience and develop responsive and proactive strategies to make visits enjoyable and to increase attendance and revenues.

The report is the outcome of a partnership between the Dick Pope Sr. Institute for Tourism Studies (DPITS) at the Rosen College of Hospitality Management at the University of Central Florida and the Bok Tower Garden Management. The DPITS is the research arm of the Rosen College that conducts extensive research for public and private enterprises locally and globally. For further information, please visit the link:

<http://hospitality.ucf.edu/research/dick-pope-sr-institute-for-tourism-studies/>

The BTG management under the leadership of its CEO, David Price, aims at keeping the Garden relevant in the context of the fluid environment. The BTG management is showing foresight in commissioning this study because

there is paucity in exploring the gardening experience in the country.¹

The report builds on the 'Mountain Lake Sanctuary' Report by Edward M. Weyer, Jr. of 1955 and the Master Plan of 2011. The report does differ, however, in one fundamental way from those studies: while previous reports had as their frame of reference a supply perspective, this report has the visitors' perspective in mind. The visitors' experiences are at the heart of our investigation. In other words, the report explores the nature and scope of the visitor experience within the context of BTG.

The exploration of these experiences took place from May 2011 to June 2012 and included nine visits to the site, multiple talks with the management, one mystery shopping, two focus groups, on-site survey collections in the months of May and June 2012.² The DPITS shared and discussed with management an interim report about the challenges facing BTG in December 2011.³ The report framed BTG's most important challenges of the future, and laid the foundation for further investigation in the following months.

A variety of quantitative and qualitative techniques were used to analyze the data that was collected. Quantitative techniques included factor analysis, cluster analysis, multiple regression, cointegration and analysis of variance. Several qualitative techniques were employed,

¹ This project was included in the PhD course Foundations in Hospitality and Tourism Research taught by Dr. Robertico Croes as a class project in the 2011 fall semester. The following students participated in the project: Valeriya Shapoval, Nancy Kageyama, Milos Bujisic, Anil Bilgiham and Eric Olson. The DPITS managed the project since last spring on a pro-bono basis and Dr. Manuel Rivera and Jenna Lee was assigned to the project as the DPITS coordinator. We are indebted to the helpful comments of Dr. Kelly Semrad from the University of Florida.

² The visits took place on May 11, August 12, and October 1 of 2011, and in 2012 on January 15, February 10, March 2, May 11, May 26 and June 10.

³ See, Bok Tower Gardens: Proposed Study (2011).





including unstructured interviews, focus groups, and observations (i.e. mystery shopping). Additionally, a formal literature review of research was conducted. Sources for this literature review included periodicals, journal articles, marketing materials, previous reports about Bok Tower Gardens, photographs, and other relevant information.

The detailed exploration process was necessary because the visitors' experience was never before the center piece of a systematic exploration at BTG. Reports in the past were founded on a supply orientation, which is in line with the studies about gardens in general. In addition, the waning role of BTG in the tourism industry in Florida also demands a better understanding of the garden visitor experience in conjunction with BTG long-term viability. Finally, the exploration of the visitor experience could shed more light in the development of the garden attraction market.

BTG is located in Lake Wales, between Tampa and Orlando, and offers the Singing Tower, the gardens, the Pine Ridge Trail and the Pinewood Estate along with a visitor center and a café, and an on-going calendar of events. The facilities operate year round and the garden stretches nearly 50 acres of Olmsted Gardens and is built on Iron Mountain, one of the highest points in Peninsula Florida. The Gardens is listed as a National Historic Landmark on the National Register of Historic Places.

The garden's mission is to share a gift of a beautiful and serene garden with music, architecture, and nature (donated by Edward Bok, a Dutch immigrant), so that visitors will be inspired by his vision: "Make you the world a bit better or more beautiful because you have lived in it".

BTG is one of the twenty seven gardens offered in the State of Florida and only one of two (the other is Leu

Gardens) that exists in the Central Florida region. Leu Gardens is located in Orlando. BTG charges admission for \$12.00 per adult, while Leu Gardens charges \$7.00 per adult.

BTG was a very popular attraction in Central Florida during its history. In 1953, for example, 667,124 persons visited the garden, which according to the Weyer's report, represented one-fourth of the total number of tourists entering Florida by car. The popularity of the garden waned during the nineties and the first decade of this century, reaching its lowest point in 2005 with less than 110,000 visitors. After 2005, the garden has witnessed an increase in visitors reaching 148,888s in 2011. These numbers are respectable compared to garden visiting in general. For example, in England the average number of visits per garden in 2000 was 54,680. Despite this steady growth during the past seven years, it is not certain whether the garden is able to reach the same visitors level again. Unfortunately, BTG moved from one of the core attractions of Central Florida to its periphery.

*Make you the
world a bit better
or more beautiful
because you have
lived in it*
Edward W. Bok





The Paucity in BTG Image

A plausible explanation for the gravitation towards the periphery is the challenge in establishing a clear and recognizable offering over time. The Weyer's report already noted this paucity in the image of the product in constructing its aim as "to suggest ways in which the sanctuary might be developed within the context of Edward's Bok motives and personality... (p.12). BTG witnessed two name changes between 2004 and 2008—first from Gardens to Sanctuary in 2004 and then from Sanctuary back to Gardens in 2008. This back and forth in name changing signals a struggle in restating the identity of the garden. Several recent discussions with the BTG management also revealed that defining the meaning of BTG beyond its charm is essential for the viability of the garden.

Another plausible explanation is the paucity in understanding the fluidity in leisure tastes, trends, attitudes and expectations of visitors. Again, this theme was touched upon in the Weyer's report but was not empirically examined. It is not clear whether the Master Plan of 2011 explored this theme, although the premise of the Master Plan was that tastes and preferences were changing.⁴ Surely, that is the reason for renovating and revitalizing the gardens! While the focus on the hardware of the garden certainly contributes to the embellishment of the garden, it misses an important aspect of any offering: the intangible sides of a product, such as service quality and visitor experience.

The BTG management recognizes the importance of understanding garden visitors' experiences, as witnessed by BTG administered survey to track visitors' feedback. When visitors approach the welcome desk at the visitor

center, they receive a self-administered survey to be returned at the same desk when leaving the premises of the garden. BTG's survey consists of eight questions such as primary reason for visit to Polk County, number of people in age group, previous visit to the garden, and source of information.

BTG's survey relates however to broad visitor and visit profiling and is descriptive in nature. The survey does not facilitate inferential analysis thus hampering a deeper understanding of the nature and scope of the experiential aspects of the visit at the garden. In particular, the perceptions of the service quality and how these perceptions influence the behavioral intentions of the guests have not been well represented in BTG management decision-making.

Service consists of a complex combination of guests' perceptions of quality, emotional state and external factors such as the weather or the behavior of other guests. Satisfaction towards service hinges upon overall feelings about the service, site, experience, or activity. Additionally, the experience or activity undertaken by guests is self-guided and guests engage most of the time in passive recreation and free-choice learning while visiting the garden. Understanding the important attributes of service quality and the factors influencing the experience is crucial in maintaining strategically targeted visitation levels at BTG.

⁴ BTG (2011). *2011 Master Plan*.





The Double Edged Sword in Visitors Demand to BTG

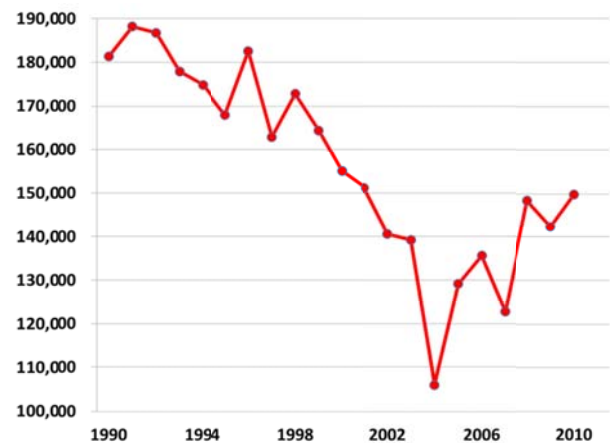
The BTG management has been so far successful in reversing the declining trend in arrivals manifested since the early nineties and the first part of the 21st century. In 2011, BTG received nearly 150,000 visitors, a 5.24% increase compared to 2009. The garden received 13,043 visitors on a monthly average, with a standard deviation of 6744. The V-shape in Figure 1 below attests to that remarkable accomplishment. Reversing this declining trend in the BTG market occurred within the context of declining trends in the gardening market, the outdoors market in the country, and the great recession.

We investigated which months were the most productive feeders in the level of visits during the time reviewed. Table 1 below reveals that October has been the most productive month for the garden with an average increase of 65.8% during 1990-2011, followed by February (53.7%) and November (40.1%). On the other hand, June (-46.6%), followed by April (-27.4%) and August (-26.2%) were the least productive months showing a declining trend over time. The most volatile months at the garden revealed by the data are July, September and January in descending order. The most stable months -either increasing or decreasing average change- are June, April, August, February and May in terms of visits (see Table 1).

However, the upward trend has not been able to offset the steep declines manifested during the nineties to current. From 1990-2011 the annual average change in visitors has been almost flat (-0.0044). The amount of 149,888 visitors in 2011 is slightly below the 2000-2010 average of 153,478. There are two potential and plausible reasons to explain the pattern previously mentioned. First, there is a lack of persistence in the properties of

visitors' data from BTG. The study employed univariate unit root tests⁵ to investigate the nature and effects of shocks in visitors monthly data from 1990-2011. To have a clearer vision of trend structure we eliminated the variance structure by logarithmic transformation of the series. The results indicate that the garden visits are deterministic trend stationary with a structural break in 2005. This means any shocks (e.g., hurricane or investments in the infrastructure of the garden) will only have a temporary or transitory effect on the growth rate of visits. The lack of persistence may be due to the relatively high repeat visitation pattern and loyalty detected at the garden. The business implication is, for example, that promotion efforts and expenditures will only have temporary effects, implying that the efforts in this field should be permanent.

Figure 1 Visitation 1990-2011



⁵ Augmented Dickey-Fuller (1979, 1981) and Phillips-Perron (1988) tests were used to determine the presence of unit roots in the data sets (Dickey-Fuller, 1979, 1981; Phillips-Perron, 1988). Two information criteria (Akaike Information criteria and the Schwarz Bayesian Information criteria) were used to remove any serial correlation in the residuals thereby avoiding a Type 1 error of rejecting the unit root tests' null hypothesis. The tests were conducted both at the level and log form of visits and the results were that both series were stationary.





And second, the visiting patterns during those years indicate a high volatility. There are significant variations in the monthly visitation level at the garden. For example, the Coefficient of Variation (CV) is -22.8846, indicating a high level of volatility in the visitor numbers. Table 1 below depicts the variation in monthly growth patterns at the garden. For example, one may compare the month of August and December of 2011 and observe a huge disparity in visitors' numbers (May received 4840 while December had 19,836 visitors).

Table 1 Volatility of Visits

Month	Average of Delta	SD Delta	CV Delta
Jan	0.0755	0.2091	2.7706
Feb	0.5369	0.2897	0.5396
Mar	0.1728	0.2026	1.1725
Apr	-0.2742	0.1242	-0.4529
May	-0.1571	0.1191	-0.7583
Jun	-0.4663	0.1266	-0.2715
Jul	0.0149	0.1822	12.2003
Aug	-0.2624	0.1506	-0.5738
Sep	0.0176	0.1607	9.1128
Oct	0.6576	0.7618	1.1585
Nov	0.4013	0.4136	1.0305
Dec	0.1971	0.2054	1.0426
Total	0.0779	0.4395	5.6416

The high volatility is also an indication of the presence of high seasonality. The pattern reflects forms of monthly seasonality. The potential presence of seasonality in the demand patterns of the garden requires a more formal analysis. The demand patterns were gauged from monthly visits from January 1990 to December 2011, due to data availability. The analysis reveals a recurrent pattern of seasonality: the months from February to April show higher levels of visits compared to December ($p=0.000$), while the months from July to November indicate

significant negative lower level of visits compared to December ($p<.001$). The months of January ($p=0.5496$) and May ($p=.2561$) were statistically insignificant. A clear pattern is thus revealed: three months of high level of visits reversed by the following five months.

A cointegration analysis also confirmed the previous pattern. Quarterly dummies were regressed on the level of visits. The first quarter of the year reported a higher positive mean (coeff= 0.247; $t=8.76$) compared to the last quarter (includes December), while the third quarter reported negative means (coeff=-0.264; $t=-7.42$). However, when the quarterly dummies were regressed on changes in visits, the first quarter was not significant, while the second and third quarters were negative (-0.214 and -0.197) and statistically significant ($t=-5.93$ and $t=-6.87$). The second clear pattern is thus that the second and third quarters have the greatest impact in determining the magnitude and direction of the change in visits to the garden. Changes in the level of visits to the garden since 2005 have been erratic, showing levels of increase followed by a reversal in changes. Since 2009, however, the trends in changes seem steadily increasing.

BTG is exposed to a pronounced influence of seasonality in its operations and business. Determining its plausible causes is of strategic consideration for the management. The study explored the extent to which the garden is dependent on weather and climate. The unit of analysis was monthly average temperature and not precipitation.⁶ Both the level of visits and changes in visits were regressed (through a cointegration analysis) on the temperature, including a quadratic specification of temperature. The latter aimed to assess the effect of changes in temperature; in other words, if it gets warmer,

⁶ Source: <http://www.ncdc.noaa.gov/cdo-web/search>.





it first may attract more visitors until it gets too warm and starts attracting less visitors.

Both the temperature (-0.472) and the squared temperature (-0.655) were statistically insignificant ($t=-1.65$ and $t=-1.10$) suggesting that the weather at first sight does not influence the level of visits. When assessing the impact of the weather on visit changes, temperature variance did not influence visitor patterns. Indeed, when we compared the highest temperature recorded at the garden (87.5F) in March 2002, the total amount of visitors was 27,223, more than twice the average monthly visit during the time span reviewed.⁷ On the other hand, similar high temperatures corresponded with fewer visitors, such as 86.8F in July 2004 and 6604. The lack of systematic effects of the weather on visit levels at the garden suggests some management implications. Monthly arrivals of visitors do not seem to be influenced by monthly average temperature. Therefore a hot day or a streak of hot days do not seem to affect the overall arrival number of visitors for a whole month.

On the other hand, the cointegration analysis reveals that habit or past experience with the garden has a strong positive relationship (0.704 and $t=13.79$) on the level and patterns of visits. This suggests that the experience accumulated during the visit at the garden is a strong predictor of future behavior. However, past experience has a negative effect on changes in the visit level (coeff=-0.588 and $t=-8.33$). This seemingly inconsistent result suggests that the experiential aspect of the visit at the garden has important clues in understanding the behavioral intentions of the visitor.

⁷ Visitation demand patterns are also affected by institutional factors, such as school vacations, holidays, special events, etc. These factors are related to human behavior and consumer decision-making (e.g., deciding on the appropriate time to visit the gardens). Because demand patterns are the result of the complex interdependency of such factors, it seems reasonable to address overall consumer experience as the unit of analysis, which is a more robust form of measurement as opposed to the consideration of all possible factors separately.





The Survey

The study applied a survey instrument to acquire information from visitors to BTG and to gauge their perceptions of the gardens, their level of satisfaction and behavioral intentions.⁸ The survey design emanates from a theoretical framework founded on a motivation approach and investigates a number of predictors for garden visiting. The survey consists of thirty-eight questions that include items asking about overall experience, perception of the quality of services, levels of satisfaction, perception of price, perception of quality, and behavioral intention. Examples of experience items are; the experience has made me more knowledgeable; the setting was very attractive; the entertainment was captivating; and at Bok Tower Gardens I felt like I was in a different time or place. Perception of the quality of services asks about quality of information and employee service, while satisfaction dimension includes hours of operation, promotional material, and road layouts, etc. The survey asks perception of price and quality on food and beverage, souvenirs and plants. Lastly, behavioral intention dimension inquires about the visitors' overall satisfaction, future intention to come back within one year, and intention to spread positive word-of-mouth.

⁸ The survey is embedded in a theoretical framework designed by the PhD class last fall and was discussed with the BTG management in December 2011. See, *Bok Tower Gardens: Proposed Study*.





A total of 282 surveys were collected, but only 248 were deemed useable for quantitative data analysis.⁹ Perceptions of service quality plus demographic profiles, experience, satisfaction and measures of behavioral intentions post-visit were assessed from the respondents. Exploratory factor analysis of 22 visitors' defined attributes of service quality, experience and satisfaction was used to identify underlying dimensions of service quality, experience, and satisfaction. Visitors were to rate their level of agreement with a statement about an attribute. All the ratings were on a five-point Likert scale ranging from 1 strongly disagree to 5 strongly agree (see Survey in Annex).

Regressions were then used to identify the significant predictive effects of service quality for overall satisfaction and behavioral intentions after the visit.

Segment Profile

The gender distribution of the respondents was 69.6 percent female and 30.4 percent male. The majority of respondents were highly educated with 50% having at least a college degree. The higher level of education of respondents may explain the higher levels of income; that is, 63% of the respondents enjoyed an annual income of more than \$50,000, and nearly one out of four (23%) enjoyed an income of \$100,000 or more.

The age segment that visited the gardens is a favorable segment. Most respondents (61%) reported as being older than 45 years, while one out of five (20%) was older than 65 years. This more mature group is increasing in numbers in the country, is affluent and has leisure time

and may be expected to have a positive impact on demand for gardening visits in the future. This segment profile is consistent with the general trends in gardening visits around the world that seem to appeal to an aging population.

More than half of the respondents (56%) have visited the garden multiple times, indicating a significant component of loyalty to the garden. For example, 20% of the respondents have visited the garden more than nine times. On the other hand, forty three percent of respondents were first timers. The overwhelming majority of respondents (78%) visited the gardens without children. Table 2 provides a summary of key characteristics of visitors.

The overwhelming majority of respondents (86%) were from the State of Florida. Nearly half of the respondents from Florida were less than 60 miles away from the gardens (47%), while four out of ten respondents were less than 40 miles away from the gardens (38%). Lake Alfred and Lake Wales (16%), followed by Winter Haven (7%), Orlando (6%) and Lakeland (6%) were the most important feeder regions to the garden, according to the respondents. Only seven percent of respondents were from other states, such as New Jersey, New York and Ohio; and four percent were overseas visitors.

⁹ The sample size followed the rules suggested by Baggio, R. and Klobas, J. (2011). *Quantitative Methods in Tourism: A handbook*. Bristol: Channel View Publications. Data collection took place on Friday, May 11, Saturday, May 26 and Sunday, June 10 of 2012.





Table 2 Visitors Profile

Demographics	#	%
Gender		
Female	167	70%
Male	73	30%
Education		
High School	62	26%
Associate Degree	34	14%
Bachelor's Degree	76	32%
Post Graduate	63	27%
Income		
\$25,000 or less	14	8%
\$25,000 - \$29,999	5	3%
\$30,000 - \$39,999	22	13%
\$40,000 - \$49,999	21	12%
\$50,000 - \$74,999	37	22%
\$75,000 - \$99,999	31	18%
\$100,000 or more	39	23%
Age		
Under 18	16	7%
18—24	7	3%
25—34	41	17%
35—44	22	9%
45—54	52	22%
55—64	50	21%
65 and older	47	20%
Number of visits		
First time	104	43%
1-2 times	39	16%
3-4 times	24	10%
5-6 times	13	5%
7-8 times	11	5%
More than 9	49	20%
Travel with Children		
No	191	78%
Yes	55	22%

Respondents can be grouped into three segments: Group 1 is very affluent, young, educated, first timers, and mainly from the Lake Wales area. These respondents

seem to be explorers and adventurers and are named the *Young Explorers*. Group 2 is blue collar, young, less educated, and is mainly from Orlando (27%) and Lakeland (27%). This group is looking for something to do and is called the *Neighboring Blue Collars*. Group 3 is mature, loyal, educated and affluent and is predominantly from the Lake Wales area. This group is called the *Loyal Boomers*.¹⁰ The Young Explorers represented 32.6% of the total respondents, while the Neighboring Blue Collars and Loyal Boomers accounted for 28.9% and 38.5% of the respondents, respectively.¹¹

Figure 2 BTG Target Markets Vision



¹⁰ We do not know whether these Loyal Boomers are actually from the Lake Wales area or are snowbirds with their second homes or vacation homes located in that area.

¹¹ Our sample was compared to the BTG Facebook profile. While 70 percent of our sample accounts for female, 74.3 percent of those who “like” the Bok Tower Garden on the Facebook were female. In terms of age representation, 63 percent of our sample was older than 45 years old compared to 40 percent on the Facebook. Given the fact that the younger generation is more prone to using online posting and Facebook, our sample is representative of visitors at the Bok Tower Garden.





Visits Profile

The most important source of information was family and friends (68%), followed by the Internet (15%). It is remarkable to notice that nearly seven out of every 10 visitors received information from acquaintances. All three segments patronizing the gardens relied heavily on referrals. This demonstrates the authority of the BTG brand in persuading and providing positive testimonials for newcomers.

Table 3 Source of Information

Sources	#	%
Family & Friends	160	68%
Internet	34	15%
Magazine/Newspaper	25	11%
Bok Tower Brochure	12	5%
Radio	3	1%

Other outlets such as magazine and newspaper (11%), BTG brochures (5%) and radio (1%) were the least used channels in prompting visits to the gardens. The Loyal Boomers used the Internet the least (8%) while relying more on word of mouth (78%). The Young Explorers used the Internet the most (13%) while relying the least on referrals. Respondents 34 years old or younger were twice as active on the Internet (18%) as a source of information compared to those older than 55 years (9%).

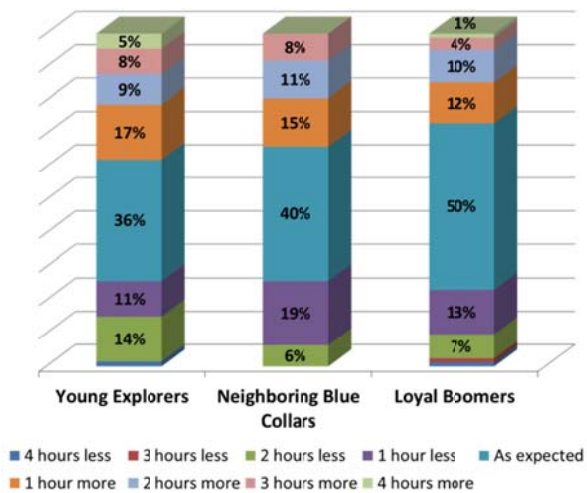
Most of the respondents (68%) spent between one and three hours on a garden visit on the day of the survey. More than half of those (56%) spent between two to three hours at BTG. The Neighboring Blue Collar segment spent the most time at the garden - 27% of this segment spent more than three hours compared to 17% and 18% of the Young Explorers and the Loyal Boomers. On the other hand, 14% of the Young Explorers segment spent less than one hour visiting the gardens, compared to 5% of the Neighboring Blue Collars and 10% of the Loyal Boomers, respectively. This suggests that visiting BTG is more a part of the day leisure than a full day activity.

The chart below portrays the gap between the number of hours respondents plan spending at BTG and hours they actually spent at BTG. In general, respondents' plan and actual visit have matched; 36 percent of Young Explorers, 40 percent of Neighboring Blue Collars, and 50 percent of Loyal Boomers did not have any discrepancy between expectation and actual visitation. However, given that the majority of respondents spend 1-3 hours at BTG (68%), the discrepancy of two hours may be a red flag. For example, 14 percent of Young Explorers stayed at BTG two hours less than they expected, which may be an indication that BTG fails to impress this segment. At the same time, 9 percent of Young Explorers stayed at BTG two hours more than expected, which means that BTG fails to create the right expectation of the BTG experience for this segment.





Figure 3 Visitation Window



Overall, the respondents spent more time while visiting the garden compared to what was anticipated or planned. This result was driven by the Neighboring Blue Collars and Loyal Boomers, both segments spending more time at the garden than expected. The garden appears to have a strong influence on the behavior of respondents of both segments. The Young Explorers, on the other hand, is the segment manifesting the least engagement with the garden, because the time expected to spend at the garden exceeded the actual time spent at the garden. This implies that the garden does not have a strong influence on the behavior of this segment.





The Relevance of Experience in Garden

Visiting

Visitor experience drives the viability of an attraction and its understanding has merited a greater focus in planning and operations management. A range of elements affect the experience of a visitor beyond the core focus of the attraction. Some of these elements, such as employees' performance, ambiance, marketing and amenities, are largely within the realms of management control, while others such as the weather and efforts of the local CVB in attracting visitors to a region are not controllable by managers. A visitor might enjoy the quality of the gardens (core product), but not some specific service elements. Experience is therefore the flow of encounters at the garden rather than only one encounter of the visitor.

The experience was measured by four survey items. Based on the items presented to the respondents, five different experience dimensions were identified. These factors are employees' performance, atmosphere, promotion and social activities, ambiance and amenities. Overall these five dimensions combined explained a respectable 77.53% of the variance in experience of the respondents at the garden. The employees' performance components account for 39% of the variance in experience and include the service delivery elements, such as the appearance, attitudes, behavior and competence of the staff. It is clear that the interaction with the staff has a strong influence on how visitors conceive their experience at the Gardens. Atmosphere comfort was assessed in terms of the convenience of road layout, the quality of roads and paths, and the quality of signs. This dimension explained 13.09% of the variance in experience.

Table 4 Visitors' Experience

Experience Statements	M	SD
The setting was very attractive.	4.70	.75
Employees provide prompt service.	4.39	.78
Variety of plants and wild life in the Gardens	4.38	.76
Quality of roads and paths in the garden	4.33	.87
Employees give individual attention.	4.31	.85
Road layout makes it easy and convenient to walk around	4.31	.84
Physical facilities at the Bok Tower Gardens.	4.28	.76
At the Bok Tower Gardens, I felt like I was in a different time or place.	4.26	.98
Quality of visible signs in the park	4.21	.91
Hours of operation (convenience and length)	4.14	.77
The experience has made me more knowledgeable.	4.11	.90
Printed promotional material	4.10	.82
Level of information about plants and wildlife provided in the garden	4.08	.85
Directions and road signs to reach the Bok Tower Gardens	4.07	1.02
Guides and other employees are easy to be distinguished from visitors.	4.06	.94
Guides provide good quality of information.	4.04	.89
Quality of food and beverage	4.04	.75
Variety of souvenirs and plants for purchase	4.02	.73
The entertainment was captivating.	3.97	.94
Marketing and promotional activities.	3.89	.86
Accessibility for those with special needs	3.89	.91
Activities and facilities for children	3.73	.76



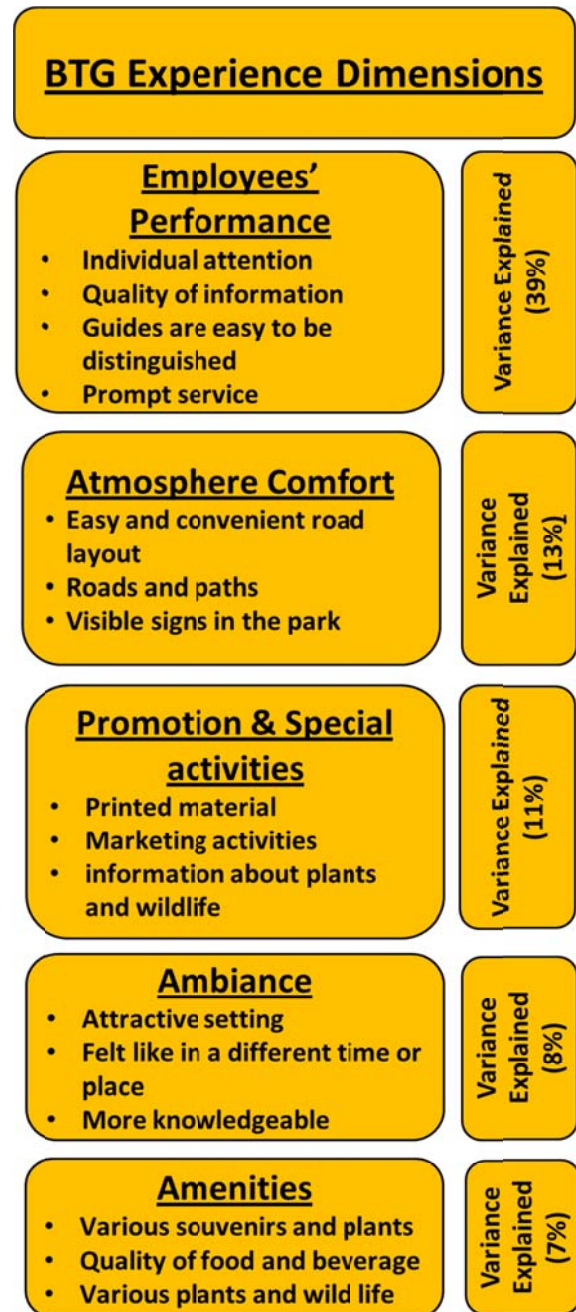


Promotion and special activities explained 10.9% of experience and were assessed by the printed promotional material, promotional activities and the level of information about plants and wildlife. The ambiance was assessed by the attractiveness of the setting, the acquisition of knowledge and escape, providing 7.91% explanation in the variance of experience of the visitor. Amenities, consisting of a variety of offerings, quality of food and beverage, and a variety of plants and wild life explained 6.53% of the variance in experience.

Overall, respondents expressed a sense of connecting with the garden as something attractive and appealing. For example, the setting was found attractive by 97%, 100% and 95% of the Young Explorers, the Neighboring Blue Collars and the Loyal Boomers, respectively. 80% of the Loyal Explorers felt like they were in a different place or time, similar to 86% and 85% of the second and third group. In addition, the three segments perceived the gardens as a place of knowledge: 72% of the Young Explorers, 81% of the Neighboring Blue Collars and 77% of Loyal Boomers responded that the experience at the gardens made them more knowledgeable. The least educated segment, which was the Neighboring Blue Collars, was the most enticed by the attribute of knowledge at the garden.

The respondents also felt connected with the staff in terms of prompt service and individual attention. The staff seems to have the ability to connect with visitors and this connection represents an opportunity to enhance the experience. Finally, the physical attributes, such as the quality of the roads and paths and the convenience of the road lay out appear to enhance the experience of the respondents.

Figure 4 Factor Analysis of Experience





Overall, the respondents seem to have a clear sense of what the garden represents. In other words, the garden is conceptualized as being different in time and space (enjoyment) with a pleasant environment and a convenient place of knowledge (activities). This conceptualization is consistent with the impressions gathered from first time visitors and repeat visitors during two focus groups at BTG. For example, remarks from visitors were:

“I think it’s an interesting sanctuary experience, tranquility nature, the way they design the garden.”

“I was surprised by rich culture and music, given the time that was built in the area of country.”

“For most important things at Bok Tower Garden, I would say the atmosphere, the feeling of peace, just incredibly beautiful.”

The perception of these items is highly positive. This means that of all these items were higher than 4 on a 5 point Likert scale. In addition, the perception about the associated physical attributes, such as variety of plants, signs, road layout, and attitude of the staff also was highly positive. This suggests that respondents had a positive experience and this positive experience might impact their satisfaction level with the gardens positively.

For more information such as descriptive results, visitation profile, source of information, residency, employees performance, atmosphere comfort, promotion & special activities, ambiance, amenities, perception of price, and behavioral intention by cluster and factor loadings of experience refer to annex.





The Relationship Experience and Satisfaction

As indicated previously, a positive single experience does not necessarily imply a high level of satisfaction. Rather, it is the chain of all experiences accumulated during the visit provokes the level of satisfaction. The results indicate that the overall satisfaction of the respondents was very high with a 4.58 mean score on a 5 point Likert scale. 95 percent of respondents were very satisfied with the quality of BTG. The distribution of the mean score is almost identical across the three segments: 4.57 for the Young Explorers, 4.56 for the Neighboring Blue Collars and 4.58 for the Loyal Boomers.

The level of satisfaction was assessed by carrying out a multiple regression analysis. The level of satisfaction was the dependent variable and the five factors related to experience (employees' performance; atmosphere comfort; promotion and special activities; ambiance; and amenities) and perceptions of price were the independent variables. The perceived experience with amenities and atmosphere were identified as the most important drivers of satisfaction. In other words, the higher the visitor perception of their experience with amenities and atmosphere, the greater the likelihood of visitor satisfaction would be. The experience with amenities had the highest incidence on satisfaction with $\beta=0.250$ ($p=0.001$).

The results suggest that the core product when characterized according to the variety of plants and wild life in the garden is only one of the important elements (although not the most important one) to impact the level of satisfaction of the visitor. The required physical attributes to experience the core product, such as the convenience of the road lay out and quality of signs, are

also important, but to a much lesser extent than the experiential aspects of the visits. The most important elements in impacting satisfaction seem associated with the experiential aspects of garden visiting, such as shopping and dining. The Young Explorers seem however less satisfied compared to the Loyal Boomers segment with respect to shopping and dining. The mean difference is -0.2945 ($p=0.043$) and -0.2960 ($p=0.036$) respectively.

Figure 5 Relationship between Experience and Satisfaction



The results provide an interesting picture regarding how the respondents construct their evaluation of the experience. The sequence appears to be that the respondents accumulate their experience while wandering around in the gardens and at the end of this activity they would reflect on their whole experience while sitting in the café or buying something at the souvenir/plant store. These two end points (i.e. café and/or souvenir) in the activity provide an opportunity to increase the level of satisfaction of the visitor. Although the Master Plan 2011 took great care in the further improvements of the core product, it has overlooked the important experiential aspects associated with gardening visits.





Are the Visitors Coming Back?

The study also investigated the impact of satisfaction on the behavioral intention of the visitor. 75 percent of them intend to visit BTG again in the next one year. 96 percent of them are likely to spread positive word-of-mouth about BTG. The level of satisfaction has a high impact on both referrals with a $\beta=0.671$ ($t=14.189$) and coming back $\beta=0.434$ ($t=7.550$). This means that the higher the level of satisfaction the more likely the visitors are to talk about BTG and to return to the garden. However, there is a clear difference among the three segments patronizing BTG.

The Young Explorers and the Neighboring Blue Collars are significantly less loyal than the Loyal Boomers. For example, the Young Explorers are less likely to spread word of mouth advertising and to return to BTG compared to the Loyal Boomers. The difference regarding referral is significant: the mean difference between the Young Explorers and the Loyal Boomers is -0.2248 ($p=0.045$), while the mean difference with regard to intention to return is -0.5095 ($p=0.014$). The Neighboring Blue Collars will talk about BTG, but are less likely to come back to BTG compared to the Loyal Boomers: the mean difference is -0.4926 ($p=0.024$).

Marketing and promotion activities seem to matter most for the Loyal Boomers in their decision to return than the Young Explorers. The mean difference between the two segments is -0.3703 ($p=0.024$). This finding suggests some opportunities for co-branding with companies or services that cater and have an appeal to these segments. In addition, together with increasing the interaction with the staff at the café and souvenirs, promotional deals could be offered throughout the visit at the gardens.

Figure 6 Relationship between Experience and Come Back



The implication of this finding is that BTG could be facing a possible saturation of the visitors' attraction market. Fewer young people and those in the lower socio-economic groups are visiting BTG. The pattern of younger people being less interested in visiting the garden could be an indication of a declining interest in the country's interest in visiting gardens. This pattern could affect the support and viability for gardens, such as BTG. In addition, the Neighboring Blue Collars is a group vulnerable to existing economic uncertainties and its demand patterns for attractions are swayed by mixed messages, volatile markets, high unemployment, and low consumer confidence.

The word of mouth is likely to be provoked by amenities ($\beta=0.307$; $t=4.280$) and atmosphere ($\beta=0.243$; $t=4.006$). Again, it seems that after acquiring the experience (atmosphere), visitors reflect upon and talk about the core product while at the café or souvenir/plant shop in determining their level of satisfaction. This creates a



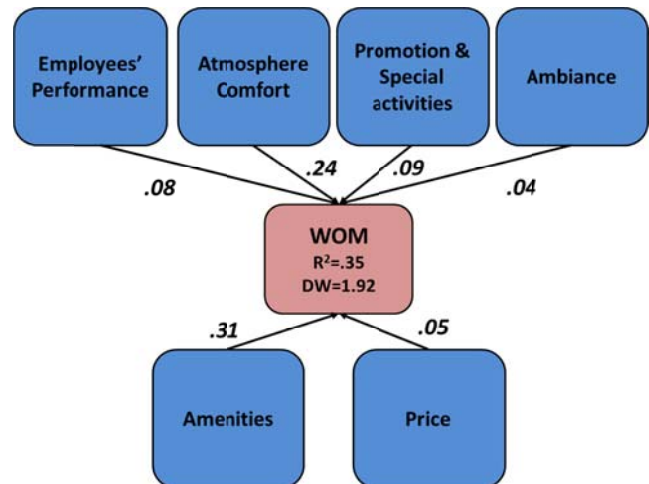


unique opportunity to manage the talk at those two points through an engaging interaction with the staff.

However, we noticed during our multiple visits that the staff does not seize this opportunity in its interaction with visitors. Interaction seems very ephemeral. We also noticed that the BTG lacks visitor flow management which would include a path network that specifically guides visitors to different sights and vantage points or places of interest throughout the gardens with the end points resulting in the café and gift shop.

On the other hand, when it comes to coming back, respondents are more influenced by marketing and promotional efforts ($\beta=0.219$; $t=3.021$), perception of price ($\beta=0.202$; $t=2.814$), and the overall ambiance of their last experience ($\beta=0.120$; $t=2.070$). Marketing and promotional efforts seem to matter most for the Loyal Boomers than the Young Explorers. This finding suggests that marketing efforts should be focused to keep these Loyal Boomers abreast of upcoming events to entice them to come back.¹²

Figure 7 Relationship between Experience and WOM



¹² Young Explorers are not that much interested in promotional materials as the Loyal Boomers. The mean difference between the two segments is -0.3703 and is significant at the 5% level ($p=0.024$).





The Spider Web and its Implications

The study also explored the post behavior of the visitor. An analysis of the most popular comments and ratings of BTG was conducted. A blog analysis of TripAdvisor.com through “WebSpider” was carried to complement the investigation of the level of satisfaction of the visitors patronizing BTG. Through the program called "Word Cloud Generator," the frequency of words were counted in a given text. The size of a word is proportional to the quantity associated with that word.

As the word “Bok Tower Gardens” being the biggest letter size, they represent the most frequently mentioned word among the blogs. The most mentioned attributes (nouns) are “gardens”, “Bok”, “tower” and “Florida”. In addition to referring to the name of the attraction, the repeated mentioning of “gardens” and “tower” indicated that the gardens and the tower are the most important elements to impress the visitors. In other words, the gardens and the tower are the core products for the visitors.

The frequent occurrence of “Bok” in the comments suggested that the name of the founder Mr. Bok is recognized by the visitors in addition to the mentioning of “Bok” to refer to the name of the place. As for the noun “Florida”, it was mentioned under diversified circumstances by different visitors. The visitors discussed the garden as the representation of Florida nature or being the highest point in Florida. Other visitors mentioned Florida to indicate that they are from Florida or they had a trip to Florida. The most common adjective mentioned by the visitors in the comments is “beautiful.” The word was used by the visitors to express their overall impression of appreciation and affection of the gardens. Figure 8 depicts the results:

Figure 8 Word Cloud of Blogs



The study removed the word “gardens” from the analysis resulting in some other terms becoming more visible and prominent. The word cloud sprouted words such as “time”, “flowers”, “plants”, “bells” and “carillon.” Except for “time”, other terms represented the attributes the visitors enjoyed during their visit. Those attributes mentioned by visitors on the web suggest a feeling of being in a different space. Actually, 82.5% of respondents stated that "I felt like I was in a different time or place at the Bok Tower Gardens" when asked in the survey.

In most of the comments the noun “time” was used to refer to the frequency of the visitation and the moments spent at the garden. Some visitors alluded to “time” to express they feel in a different time such as “lost in time” and “back in time to the era.” As for the adjectives, visitors used “lovely”, “peaceful” and, “wonderful” to describe their overall perception of the gardens besides “beautiful” and “worth” as noticed in the other word cloud.





The previous analysis depicted in the word cloud reinforces the meaning of the garden as a place for escape and a source of knowledge that we initially found from the respondents of the survey.

Figure 9 Word Cloud of Blogs without Garden



Figure 10 Word Chain of Blogs



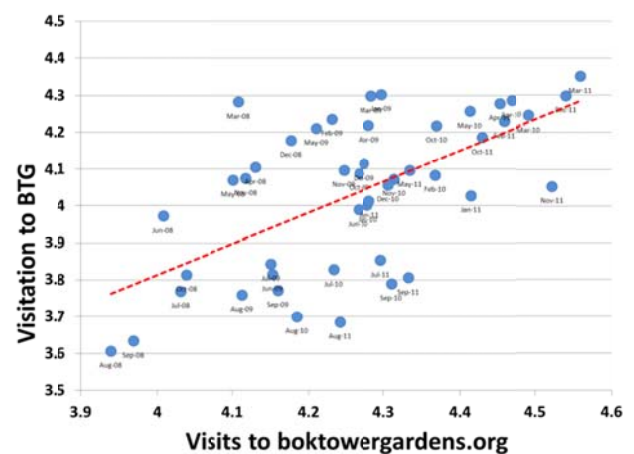


The Effects of Web Visits

The study also carried out a cointegration analysis to measure garden visits along with the number of visits to the BTG website. More than one million visits (1,083,914) took place at the BTG website since March 2008. The most visited month was February 2012 and the least visited was August 2008. The average monthly visit is 20,973. The analysis indicates that web visit has a positive and significant relationship with garden visit (coeff=0.492 and $t=3.93$). When the factors of change and time were added to the analysis, visits were delayed in time (lagged) with respect to time visits. In other words, visits peaked one month after Web visits reach a peak. This means that the effect of an increase in website on garden visits happens one month later. The management implication is that arrivals of visitors can be predicted with one month lag of web visits by 0.461 ($t=2.59$).

However, web visits are seasonally dependent. We found that the first quarter of the year has a positive and significant relationship with the last quarter of the year (coeff=0.114 and $t=2.28$), while the third quarter has a negative and significant relationship compared to the last quarter (coeff=-0.248 and $t=-5.00$). When we assessed the impact of the time of year that website visits took place on changes in garden visits we found that the third quarter was the only time of the year which has an impact on garden visits. This impact is negative and significant (coeff=-0.177 and $t=-3.23$). The implication is that in evaluating the role of the website the amount of traffic and the time of the year is important in driving demand for BTG.

Figure 11 Relationship between web visits and visitation





Conclusions & Recommendations

Bok's Vision Reloaded

The 2011 Master Plan tells a story of the past and, based on the past, attempts to engage future generations in the Bok vision. Bok's vision is embedded in nature as a medium to inspire and encourage individuals to "do good." Preserving the past will not necessarily induce this attitude. Preservation of nature implies embracing the fundamental purpose of Bok's intent.¹³ The current interpretation of the Bok vision seems a stagnant view blurring potential opportunities to maintain relevance for the future. Preserving the past could even be stifling for an attraction like the Gardens, because how people interpret and give meaning to the past and present plays a central role in producing the shape of the future. The outcome of this interpretation will decide the viability and sustainability of an attraction.

Different people will look at the same things through different eyes and perceive their meanings in different ways. Meanings and images create particular and unique expectations about a place, which may then lead to a shift in regional or local activities to meet these artificially created expectations. The visitor's experience is dominated by the meanings these expectations give to places, rather than the physical and sensory encounters alone.

Our interpretation of Bok's vision is different. It is based on the notion that being good or doing good pays. This means that to be good or do good, man has to have interaction with nature: man cannot gaze passively at the garden expecting a restful retreat from his everyday life. While the end purpose of Bok's vision is joy in (co-) creation, nature is the medium for man to create and for man to create man must possess knowledge. The meaning of the Gardens conceived by the respondents is clear: rest is joy and joy is the result of actively co-creating the Gardens. In other words, the visitor is no longer a person who just visits to gaze or to passively wander through the Gardens, but a visitor is an individual who wants to be involved, to understand, to learn how nature can offer him a happier and more complete life. This is a critical thinking process.

The Gardens hence becomes a learning place and a meeting place for people who actively enjoy gardening as well as the intellectual and sensory integration that that activity encourages. It provides the opportunity to be useful in two ways: first, a place to acquire more meaning from and skills in gardening and, second, a place that allows an equivocal interaction between human to human and human to nature (a relational good). It is not a place to rest or wallow in empty contemplation. Rather, it is a place with a purpose: to joyfully learn about nature. The task is to co-create a cultural landscape that emphasizes the interaction between human beings and nature over time. Bok's story therefore is not the garden but the cultural landscape that nurtures the good in people to be and do good for the world.

¹³ The popularity of gardening in the early twentieth century was strongly connected with a devotion to the past and preservation of native plants. See, for example, Wolschke-Bulmahn, J. (1997). *Nature and Ideology, Natural Garden Design in the Twentieth Century*. Dumbarton Oaks: Dumbarton Oaks Research Library and Collection.





Engineering cultural landscape: the role of Restaurant and Shop

We learned from the respondents that the shape of the unique experience is completed at two points during their journey through the garden: the cafe and gift shop. These two meeting places did not receive the attention that they deserve in the 2011 Master Plan. While investing attention in the tangible aspects of these two places is recommended, we strongly suggest addressing the intangible aspects of these two places. That is, the friendliness of the staff, the problem-solving competencies of the staff, the promptness and quality of information provided to the customer, the usefulness of information, and the staff was reachable and approachable.

The word of mouth stories that are going to be told outside the garden affect the viability of the garden. It is important, therefore, that there is a clear connection between Bok's vision (new interpretation) and the experience of the visitors. Stories or narratives stemming from the experience should be carefully shaped and facilitated by the staff. Engineering these stories or narratives should occur exactly where respondents want them to be: at the end of their journey where they rest in the restaurant and/or shop and reflect on their experience. Staff should be trained not only in guest serving, but also in the skills to shape the stories and narratives according to Bok's vision reloaded.

Rebooting the Program

As reported previously, garden visitors at BTG reveal a diversified profile in terms of age and socio-economic background. As the country is experiencing a demographic shift towards an aging population, the question regarding

leisure activities of the next generation becomes important for the relevance of the garden in the future – as defined by the socio-demographics. The shift towards an aging population and its implications for the garden is not necessarily pernicious. The rise of older or mature people could benefit the attendance figures at the garden, because gardens have a strong appeal to this group.

The challenge is that BTG already is experiencing the presence of a more heterogeneous profile of visitors with a relatively young age component (36% of visitors under 45 years old). This means that the next generation is already present at the garden, but appears not to be as impressed and satisfied by the garden as the more mature generation. Doing business as usual, while satisfying the more mature segment, could even increase attendance from this segment, but could be a dangerous proposition. Doing business as usual could alienate the younger generation to the extent that they will not come back, will not talk about the garden, or will not even visit the garden. The younger generation seems less interested in engaging in more traditional outdoor activities, such as visiting nature centers and visiting historic sites; and this trend does not bode well for gardens in the country.¹⁴

The members of this younger segment are trendsetters, they are receptive to new offerings and they have great potential for becoming lifetime customers. However, they are challenging because they seem to change their tastes and preferences seemingly haphazardly. This segment already represents one out of three visitors to the garden. This group also indulges in more activities, suggesting that they may be more adventurous, highly mobile segment that explores places in terms of variety of interesting

¹⁴ See, for example, Cordell, H., Betz, C., Green, G., and Mou, S. (2008). *Outdoor Recreation Activity Trends: What's Growing, What's Slowing?*, A Recreation Research Report in the IRIS Series.



offerings and socialization. Finally, this group seems to embrace the use of technology as a key companion element during their consumption. They take advantage of technology not only when making decisions about their experience during their actual visit, but also before and after their visit. They are in search of relational goods. These consumers desire attractions that are engaging and relevant and want to be a part of the conversation.

The garden could become relevant for these Young Explorers if the garden could become an extension of their lifestyle. Promoting green lifestyles as the core of the garden's cultural landscape to a more environmentally savvy group could ensure that BTG will be a popular place in the future. Promoting gardening as a popular pastime in the country's mind could reposition BTG as an innovative, engaging, and interesting place with which to associate. This perspective also defines some interesting co-branding opportunities with companies which cater to this segment.

If we add the Neighboring Blue Collars to the Young Explorers, the younger generation becomes even more important for BTG to maintain. Together, they currently represent one out of two visitors to the garden. Engagement for the Neighboring Collars means acquiring knowledge. Combining lifestyle with knowledge means enjoyment, rest, and relating to others with a sense of purpose defines the heart of the new cultural landscape of the garden. An example of how the garden can provide an engaging offering with purpose is to organize scavenger hunts new-style. These interactive tours should be an extension of life style, such as holistic care and bringing the acquired knowledge into normal day activity. Visiting BTG should provide the opportunity for visitors to know how garden plants (e.g, peppermint can be used to suit headache) or how, for example, mints can be integrated in non-traditional cooking. The slogan should be when asked about the result of cooking or care: "I learned it at Bok Tower Gardens". The reposition of BTG could seize the opportunity provided by the new marketing strategy of Visit Florida to focus more on the Florida market.¹⁵

¹⁵ See Visit Florida 2012-2013 Marketing Plan.





Specific Recommendations

1. Reinterpreting the meaning of Bok's vision of rest is joy and joy is the result of actively co-creating the Gardens means that the mission of the garden is to create a cultural landscape with nature as the medium. The change in order from nature to cultural landscape is important because it becomes the essence of creating a unique and enriched experience which forms the culture foundation itself.
2. The stories and the narratives are finalized at two central points in the garden: the restaurant and shop. These stories should be consistent with Bok's vision to propel future visits and advocacy of word of mouth. It is recommended to address not only the physical appeal of these two central spots but also to direct efforts to provide the adequate training for the staff to assume its pivotal role in engineering and manifesting the stories and narratives that visitors pass to other prospective visitors.
3. The marketing should shift more towards understanding and catering to the younger generation while protecting its mature segment. This implies research should play a larger role in conceiving and designing marketing strategies and tactics. It also implies that the marketing department should more proactively reach out to the two main generators of younger visitors (Orlando and Tampa) and make more aggressive use of the website or the Internet.¹⁶ The

information provided through those channels should not only be accurate, but should also play a role in shaping the narratives and stories of the experience of the visitor. Ensuring that promise matches expectations is crucial for the credibility of the information. Finally, the marketing department should explore co-branding opportunities with organizations that focus on this younger generation. For example, BTG should reach out to the Garden Club of America, and its Florida Chapter. This could ensure brand recognition and relevance of BTG.

4. The mix of product development should also shift towards more lifestyle and knowledge based offerings. For BTG, combining lifestyle with knowledge means enjoyment, rest, and relating to others with a sense of purpose that defines the heart of the new cultural landscape of the garden. An example of how the garden may provide an engaging offering with purpose to its visitors is to organize trendy and appealing scavenger hunts that take the shape of a BTG interactive tour. These interactive tours should be an extension of visitors' lifestyles. An example of an extension of a lifestyle may be an educational interactive tour (scavenger hunt) where visitors may learn how natural plants could serve in holistic care remedies in their homes. In other words, if the management team is able to understand some of the normal day activities that BTG visitors practice (e.g. holistic care, green practices, innovative cooking/recipes with herbs or plants, etc.) then BTG may be able to develop programs that complement/enhance those activities. Visitors who would attend these programs would carry what they learned into

¹⁶ BTG does not resonate with DMOs in the region. For example there is no collaboration program with the Orlando CVB. In addition, BTG does not have a strong presence in Garden Clubs in the country. Garden Clubs could play an important role in reaching out to the younger generation.





their daily lives and when practicing what they learned or when asked where they learned it would say to others, "I learned it at the Bok Tower Gardens". This would be a powerful natural word of mouth advertising that may entice others to come to the gardens thereby transcending the information learned at BTG into visitors' normal day activities.

5. The management should strive to understand the effects of natural macro variables (e.g. precipitation and extreme temperatures) in determining high and low demand time periods from visitors thus allowing management to arrange special events that may temper nature's vicissitudes.
6. The management should strive to gain an understanding of visitors' psychographic characteristics (e.g. lifestyles, hobbies, likes, dislikes, etc.) in order to develop and create interactive programs that complement the needs and wants of the identified visitor market segments. High quality research providing up-to-date information is required to make smart decisions about investments, to increase monitoring performance and to ensure good management practice.

The program for relevance bears the message that the purpose of the creation of Bok was not just creating but that it has an end, a goal. The garden was so created that we may find rest within the garden visit while accomplishing joy. It is the main task of the current management to create reality beyond that of beautiful vision – not by changing the physical configuration of the garden, but by shaping the outcome of the experience. That outcome promulgates a search for meaning for younger visitors and a reflection of meaning for the more mature visitor.

*"The birds and flowers
are under the individual
protection of each guest
of the sanctuary"*



Annex



Good Morning/Good Afternoon. We are conducting a survey on behalf of The Bok Tower Gardens. We would like to know about your experience at the gardens. Your information will help us improve our performance.

1) What is your Zip Code? _____

2) Are you traveling with child/children?

(1) Yes	(2) No
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3) How did you hear about Bok Tower Gardens? (Please select all that apply)

(1) The Bok Tower Brochure	(3) Newspaper / Other Magazine	(5) Family/Friends	(7) Internet (state website)
(2) Tourist Magazine / Coupon Book	(4) Radio	(6) Other Word of Mouth	(8) Other _____

4) How much time did you plan to spend visiting The Bok Tower Gardens before you arrived today? (MARK ONE RESPONSE ONLY)

(1) Less than 1 hour	(3) 2-3 hours	(5) More than 5 hours
(2) 1-2 hours	(4) 3-5 hours	

5) How long has your visit to The Bok Tower Gardens actually lasted (excluding time to take this survey)? (MARK ONE RESPONSE ONLY)

(1) Less than 1 hour	(3) 2-3 hours	(5) More than 5 hours
(2) 1-2 hours	(4) 3-5 hours	(6) Not finished yet

6) Please tell us about your experience while visiting the Bok Tower Gardens:

	Strongly Disagree		↔		Strongly Agree
The experience has made me more knowledgeable.	(1)	(2)	(3)	(4)	(5)
The setting was very attractive.	(1)	(2)	(3)	(4)	(5)
The entertainment was captivating.	(1)	(2)	(3)	(4)	(5)
At the Bok Tower Gardens, I felt like I was in a different time or place.	(1)	(2)	(3)	(4)	(5)



7) Please tell us about your perception of the quality of services in the Bok Tower Gardens:

	Strongly Disagree		↔	Strongly Agree	
Guides provide good quality of information.	①	②	③	④	⑤
Employees provide prompt service.	①	②	③	④	⑤
Employees give individual attention.	①	②	③	④	⑤
Guides and other employees are easy to be distinguished from visitors.	①	②	③	④	⑤

8) Please tell us about your level of satisfaction with the following:

	Much worse than expected		↔	Much better than expected	
Hours of operation (convenience and length)	①	②	③	④	⑤
Level of information about plants and wildlife provided in the garden	①	②	③	④	⑤
Printed promotional material	①	②	③	④	⑤
Marketing and promotional activities.	①	②	③	④	⑤
Directions and road signs to reach the Bok Tower Gardens	①	②	③	④	⑤
Quality of roads and paths in the garden	①	②	③	④	⑤
Quality of visible signs in the park	①	②	③	④	⑤
Road layout makes it easy and convenient to walk around	①	②	③	④	⑤
Accessibility for those with special needs	①	②	③	④	⑤

9) Please tell us about your perception of price in the Bok Tower Gardens. Rate from 1 to 5 with 1 equals Worse than Expected and 5 equals Better than Expected (Mark only one (v) per statement):

	Much worse than expected		↔	Much better than expected	
The price of admission	①	②	③	④	⑤
The price of food and beverage	①	②	③	④	⑤
The prices of gifts and plants	①	②	③	④	⑤



10) Please tell us your perception of quality with the following statements:

	Much worse than expected		↔		Much better than expected
Quality of food and beverage	①	②	③	④	⑤
Variety of souvenirs and plants for purchase	①	②	③	④	⑤
Variety of plants and wild life in the Garden	①	②	③	④	⑤
Physical facilities at the Bok Tower Gardens.	①	②	③	④	⑤
Activities and facilities for children	①	②	③	④	⑤

11) Please tell us your level of agreement with the following statements. Rate from 1 to 5 with 1 equals Strongly Disagree and 5 equals Strongly Agree (Mark only one (v) per statement):

	Strongly Disagree		↔		Strongly Agree
I am very satisfied with the quality of the Bok Tower Gardens.	①	②	③	④	⑤
In the future, I intend to visit the Bok Tower Gardens again in the next <u>one year</u> ?	①	②	③	④	⑤
I am very likely to spread positive word-of-mouth about the Bok Tower Gardens.	①	②	③	④	⑤

12) What is your Gender?

① Male	② Female
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13) Which of the following describes your highest level of education? (Please mark only one.)

① High School	② Associate Degree	③ Bachelor's Degree	④ Post Graduate
---------------	--------------------	---------------------	-----------------

14) What is your household income per year (In US dollars)? (Please mark only one.)

① \$25,000 or less	③ \$30,000 - \$39,999	⑤ \$50,000 - \$74,999	⑦ \$100,000 or more
② \$25,000 - \$29,999	④ \$40,000 - \$49,999	⑥ \$75,000 - \$99,999	⑧ Prefer not to answer

15) What is your age? (Please mark only one.)

① Under 18	③ 25—34	⑤ 45—54	⑦ 65 and older
② 18—24	④ 35—44	⑥ 55—64	⑧ Prefer not to state

16) Including the current visit, how many times have you visited the Bok Tower Gardens before? (Please mark only one.)

① First time	③ 3-4 times	⑤ 7-8 times
② 1-2 times	④ 5-6 times	⑥ More than 9



Table 5 Cities by Visitors

		#	%
1	Lake Wales (3 miles)	31	12.5
2	Winter Haven (16 miles)	15	6.0
3	Orlando (56 miles)	13	5.2
4	Lakeland (29 miles)	12	4.8
5	Davenport (20 miles)	11	4.4
6	Avon Park (26 miles)	7	2.8
7	Tampa (58 miles)	6	2.4
8	Sarasota (93 miles)	6	2.4
9	Auburndale (22 miles)	4	1.6
10	Lithia (41 miles)	3	1.2
11	Sebring (35 miles)	3	1.2
12	Tampa Palms (85 miles)	3	1.2

Table 6 Top 10 States by Visitors

	STATE	#	%
1	FL	210	84.7
2	IL	3	1.2
3	GA	2	.8
4	IN	2	.8
5	MI	2	.8
6	MS	2	.8
7	NJ	2	.8
8	NV	2	.8
9	NY	2	.8
10	OH	3	.8
	Other countries	11	4.4

Table 7 Hours Spent at Gardens

	#	%
Less than 1 hour	23	11%
1-2 hours	62	30%
2-3 hours	79	38%
3-5 hours	38	18%
More than 5 hours	5	2%



Table 8 Descriptive results for Behavioral Intention

	M	SD
I am very satisfied with the quality of the Bok Tower Gardens.	4.58	.58
In the future, I intend to visit the Bok Tower Gardens again in the next one year?	4.09	1.13
I am very likely to spread positive word-of-mouth about the Bok Tower Gardens.	4.62	.59

Table 9 Descriptive results for Price

	M	SD
The price of admission	3.71	.92
The price of food and beverage	3.70	.77
The prices of gifts and plants	3.69	.75

Table 10 Visitation Profile by Cluster

	Young Explorers		Neighboring Blue Colors		Loyal Boomers	
Gender						
Male	16	23%	21	33%	30	36%
Female	55	77%	42	67%	54	64%
Education						
High School	18	25%	24	38%	15	18%
Associate Degree	11	15%	11	17%	11	13%
Bachelor's Degree	19	27%	20	32%	30	36%
Post Graduate	23	32%	8	13%	28	33%
Income						
\$25,000 or less	0	0%	14	22%	0	0%
\$25,000 - \$29,999	0	0%	5	8%	0	0%
\$30,000 - \$39,999	0	0%	21	33%	0	0%
\$40,000 - \$49,999	0	0%	11	17%	8	14%
\$50,000 - \$74,999	5	11%	12	19%	19	33%
\$75,000 - \$99,999	20	45%	0	0%	11	19%
\$100,000 or more	19	43%	0	0%	20	34%
Age						
Under 18	11	15%	1	2%	0	0%
18—24	4	6%	3	5%	0	0%
25—34	19	27%	17	27%	4	5%
35—44	11	15%	4	6%	3	4%
45—54	18	25%	16	26%	13	17%
55—64	8	11%	8	13%	30	38%
65 and older	0	0%	13	21%	28	36%
Number of visits						
First time	43	61%	36	57%	16	19%
1-2 times	14	20%	10	16%	12	14%
3-4 times	4	6%	8	13%	10	12%
5-6 times	3	4%	6	10%	4	5%
7-8 times	4	6%	0	0%	6	7%
More than 9	3	4%	3	5%	36	43%
Travel with children						
Yes	19	27%	16	25%	15	18%
No	52	73%	47	75%	69	82%



Table 11 Hours Spent at Gardens by Cluster

	Young Explorers	Neighboring Blue Collars	Loyal Boomers
Less than 1 hour	14%	5%	10%
1-2 hours	34%	14%	40%
2-3 hours	36%	54%	32%
3-5 hours	13%	23%	17%
More than 5 hours	4%	4%	1%

Table 12 Source of Information by Age

	less than 34	35-54	55 or older
Family/Friends	77%	70%	77%
Internet	18%	11%	9%
Tourist Magazine /Newspaper	4%	13%	8%
Radio	1%	1%	2%
The Bok Tower Brochure	0%	5%	5%

Table 13 Source of Information by Cluster

	Young Explorers	Neighboring Blue Collars	Loyal Boomers
Family/Friends	71%	73%	78%
Internet	13%	16%	8%
Tourist Magazine /Newspaper	11%	6%	9%
The Bok Tower Brochure	4%	5%	4%
Radio	2%	0%	0%

Table 14 Residency by Cluster

	Young Explorers	Neighboring Blue Collars	Loyal Boomers
Lake Wales	28%	15%	50%
Winter Haven	20%	8%	17%
Orlando	12%	27%	7%
Lakeland	8%	27%	3%
Davenport	8%	8%	3%
Anon Park	4%	0%	13%
Tampa	12%	4%	3%
Lake Alfred	4%	0%	3%
Sarasota	4%	12%	0%



Table 15 Factor 1: Employees Performance by Cluster

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers					
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency			
Guides provide good quality of information.	4.19	0.81	(-)	0%	4.06	0.96	(-)	2%	3.92	0.97	(-)	4%
			(+\-)	24%			(+\-)	32%			(+\-)	35%
			(+)	76%			(+)	67%			(+)	61%
Employees provide prompt service.	4.51	0.63	(-)	0%	4.36	0.74	(-)	2%	4.33	0.86	(-)	3%
			(+\-)	7%			(+\-)	10%			(+\-)	10%
			(+)	93%			(+)	88%			(+)	87%
Employees give individual attention.	4.4	0.74	(-)	0%	4.34	0.81	(-)	2%	4.24	0.94	(-)	4%
			(+\-)	15%			(+\-)	15%			(+\-)	16%
			(+)	85%			(+)	83%			(+)	80%
Guides and other employees are easy to be distinguished from visitors.	4	1.02	(-)	9%	4.11	0.96	(-)	4%	4.09	0.99	(-)	6%
			(+\-)	23%			(+\-)	24%			(+\-)	18%
			(+)	68%			(+)	72%			(+)	76%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2

Table 16 Factor 2: Atmosphere Comfort by Cluster

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers					
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency			
Quality of roads and paths in the garden	4.35	0.86	(-)	4%	4.31	0.92	(-)	5%	4.29	0.88	(-)	5%
			(+\-)	9%			(+\-)	11%			(+\-)	6%
			(+)	87%			(+)	84%			(+)	89%
Quality of visible signs in the park	4.13	0.96	(-)	7%	4.12	0.97	(-)	7%	4.27	0.9	(-)	5%
			(+\-)	14%			(+\-)	15%			(+\-)	12%
			(+)	79%			(+)	78%			(+)	83%
Road layout makes it easy and convenient to walk around	4.27	0.86	(-)	3%	4.23	0.78	(-)	3%	4.38	0.91	(-)	5%
			(+\-)	14%			(+\-)	12%			(+\-)	7%
			(+)	83%			(+)	85%			(+)	88%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2

Table 17 Factor 3: Promotion & special activities by Cluster

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers					
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency			
Level of information about plants and wildlife provided in the garden	3.9	0.86	(-)	6%	4.12	0.92	(-)	5%	4.1	0.84	(-)	4%
			(+\-)	25%			(+\-)	22%			(+\-)	19%
			(+)	69%			(+)	73%			(+)	77%
Printed promotional material	3.97 ^c	0.97	(-)	7%	4	0.8	(-)	0%	4.20 ^a	0.81	(-)	2%
			(+\-)	26%			(+\-)	32%			(+\-)	17%
			(+)	67%			(+)	68%			(+)	81%
Marketing and promotional activities.	3.66	0.88	(-)	4%	3.82	0.89	(-)	5%	4.05	0.92	(-)	4%
			(+\-)	48%			(+\-)	35%			(+\-)	27%
			(+)	48%			(+)	60%			(+)	69%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2



Table 18 Factor 4: Ambiance by Cluster

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers					
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency			
The experience has made me more knowledgeable.	4.03	0.93	(-)	4%	4.15	0.72	(-)	0%	4.18	0.93	(-)	2%
			(+/-)	24%			(+/-)	19%			(+/-)	21%
			(+)	72%			(+)	81%			(+)	77%
The setting was very attractive.	4.74	0.74	(-)	3%	4.79	0.41	(-)	0%	4.65	0.83	(-)	4%
			(+/-)	0%			(+/-)	0%			(+/-)	1%
			(+)	97%			(+)	100%			(+)	95%
At the Bok Tower Gardens, I felt like I was in a different time or place.	4.17	1.08	(-)	9%	4.31	0.8	(-)	3%	4.37	0.97	(-)	6%
			(+/-)	11%			(+/-)	11%			(+/-)	10%
			(+)	80%			(+)	86%			(+)	85%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2

Table 19 Factor 5: Amenities by Cluster

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers					
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency			
Variety of souvenirs and plants for purchase	3.72 ^c	0.81	(-)	0%	3.91	0.83	(-)	0%	4.14 ^a	0.85	(-)	0%
			(+/-)	50%			(+/-)	39%			(+/-)	29%
			(+)	50%			(+)	61%			(+)	71%
Variety of plants and wild life in the Gardens	4.21	0.83	(-)	1%	4.45	0.75	(-)	0%	4.38	0.83	(-)	1%
			(+/-)	21%			(+/-)	15%			(+/-)	15%
			(+)	78%			(+)	85%			(+)	84%
Physical facilities at the Bok Tower Gardens.	4.12	0.78	(-)	2%	4.26	0.85	(-)	3%	4.32	0.77	(-)	1%
			(+/-)	20%			(+/-)	16%			(+/-)	11%
			(+)	78%			(+)	81%			(+)	88%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2

Table 20 Perception of Price by Cluster

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers					
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency			
The price of admission	3.71	0.99	(-)	12%	3.61	0.95	(-)	8%	3.77	0.88	(-)	1%
			(+/-)	32%			(+/-)	46%			(+/-)	45%
			(+)	56%			(+)	46%			(+)	54%
The price of food and beverage	3.61	0.77	(-)	2%	3.58	0.8	(-)	4%	3.82	0.92	(-)	4%
			(+/-)	51%			(+/-)	49%			(+/-)	31%
			(+)	47%			(+)	47%			(+)	65%
The prices of gifts and plants	3.62	0.78	(-)	0%	3.59	0.8	(-)	4%	3.7	0.92	(-)	6%
			(+/-)	56%			(+/-)	49%			(+/-)	39%
			(+)	44%			(+)	47%			(+)	55%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2



Table 21 Behavioral Intention by Cluster

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers		
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency
I am very satisfied with the quality of the Bok Tower Gardens.	4.57	0.55	(-) 0%	4.56	0.65	(-) 0%	4.58	0.61	(-) 0%
			(+/-) 3%			(+/-) 8%			(+/-) 6%
			(+) 97%			(+) 92%			(+) 94%
In the future, I intend to visit the Bok Tower Gardens again in the next one year?	3.86 ^c	1.12	(-) 11%	3.87 ^c	1.18	(-) 15%	4.37 ^{a,b}	1.1	(-) 10%
			(+/-) 23%			(+/-) 21%			(+/-) 5%
			(+) 66%			(+) 64%			(+) 85%
I am very likely to spread positive word-of-mouth about the Bok Tower Gardens.	4.52 ^c	0.65	(-) 1%	4.58	0.64	(-) 2%	4.75 ^a	0.46	(-) 0%
			(+/-) 4%			(+/-) 3%			(+/-) 1%
			(+) 95%			(+) 95%			(+) 99%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2

Table 22 Items were not loaded to factors due to low correlations

	(A) Young Explorers			(B) Neighboring Blue Collars			(C) Loyal Boomers		
	M	Sd	Frequency	M	Sd	Frequency	M	Sd	Frequency
The entertainment was captivating.	3.84	1.04	(-) 5%	4.03	0.92	(-) 5%	4.13	0.95	(-) 4%
			(+/-) 40%			(+/-) 25%			(+/-) 22%
			(+) 55%			(+) 70%			(+) 74%
Hours of operation (convenience and length)	4.12	0.8	(-) 0%	3.98	0.72	(-) 0%	4.19	0.8	(-) 0%
			(+/-) 26%			(+/-) 26%			(+/-) 24%
			(+) 74%			(+) 74%			(+) 76%
Directions and road signs to reach the Bok Tower Gardens	4.07	1.05	(-) 10%	3.98	0.99	(-) 8%	4.05	1.08	(-) 10%
			(+/-) 13%			(+/-) 20%			(+/-) 15%
			(+) 77%			(+) 72%			(+) 75%
Accessibility for those with special needs	3.79	1.05	(-) 8%	3.91	0.91	(-) 2%	3.96	0.99	(-) 7%
			(+/-) 33%			(+/-) 40%			(+/-) 25%
			(+) 59%			(+) 58%			(+) 68%
Quality of food and beverage	3.79 ^c	0.82	(-) 2%	3.87	0.83	(-) 0%	4.18 ^a	0.88	(-) 2%
			(+/-) 40%			(+/-) 41%			(+/-) 26%
			(+) 58%			(+) 59%			(+) 72%
Activities and facilities for children	3.63	0.8	(-) 4%	3.68	0.96	(-) 4%	3.71	0.88	(-) 5%
			(+/-) 45%			(+/-) 48%			(+/-) 41%
			(+) 51%			(+) 48%			(+) 54%

Note: Scale used 1 to 5. 1=Low and 5=High; (+) = rated 4 or 5; (+/-) = rated 3; (-) = rated 1 or 2



Table 23 Factor Analysis of Experience

	Loadings				
	39.10%	13.09%	10.90%	7.91%	6.53%
Employees Performance ($\alpha=0.904$)					
Employees give individual attention.	0.846				
Guides provide good quality of information.	0.83				
Guides and other employees are easy to be distinguished from visitors.	0.825				
Employees provide prompt service.	0.825				
Atmosphere Comfort ($\alpha=0.898$)					
Road layout makes it easy and convenient to walk around		0.886			
Quality of roads and paths in the garden		0.873			
Quality of visible signs in the park		0.855			
Promotion & special activities ($\alpha=0.840$)					
Printed promotional material			0.835		
Marketing and promotional activities.			0.795		
Level of information about plants and wildlife provided in the garden			0.74		
Ambiance ($\alpha=0.791$)					
The setting was very attractive.				0.869	
At the Bok Tower Gardens, I felt like I was in a different time or place.				0.804	
The experience has made me more knowledgeable.				0.681	
Amenities (shopping and food) ($\alpha=0.789$)					
Variety of souvenirs and plants for purchase					0.873
Quality of food and beverage					0.845
Variety of plants and wild life in the Gardens					0.656

Note: KMO=0.850; Chi-Square=2353.52; df=120, p <.01





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**BOK TOWER
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