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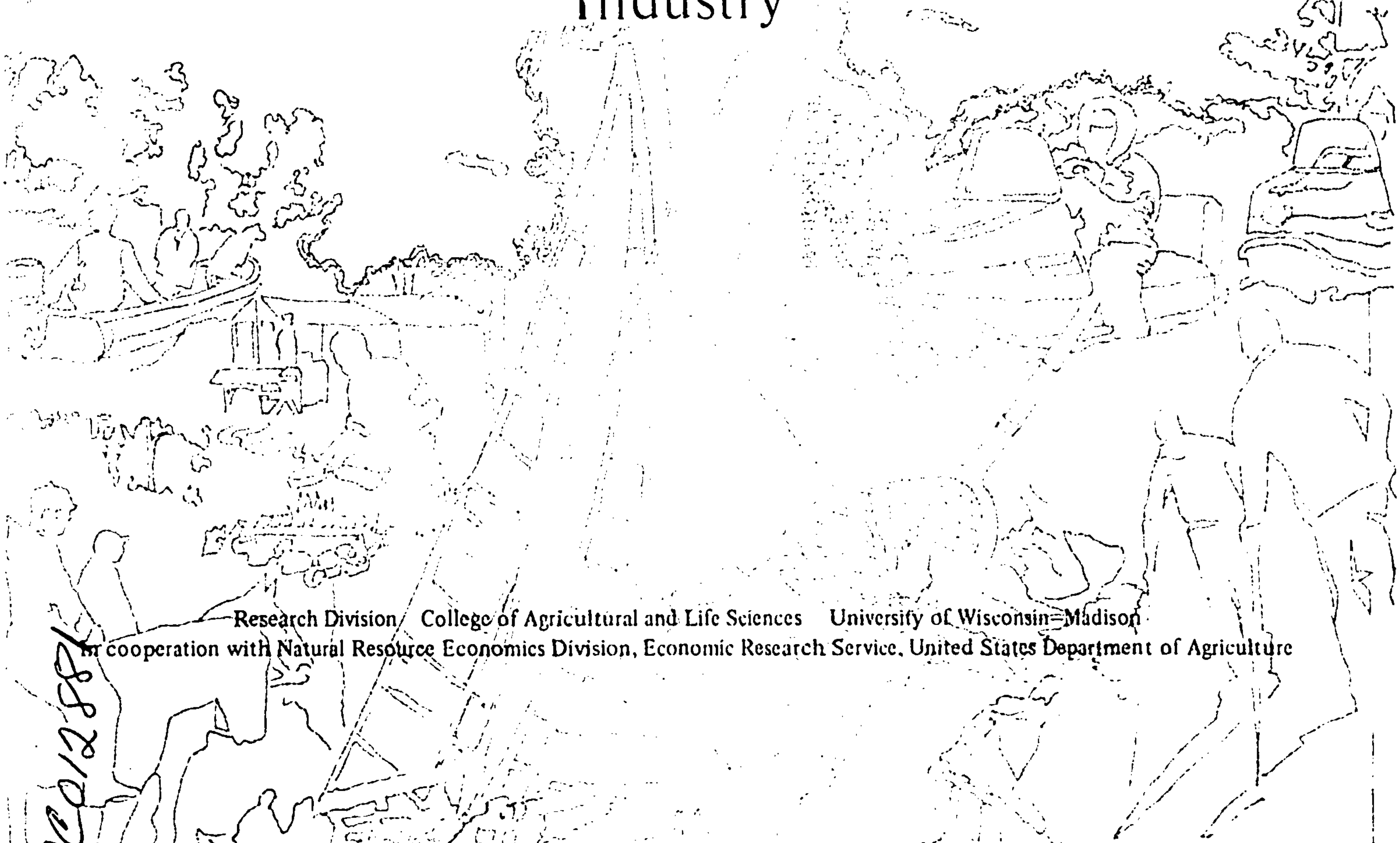
ABSTRACT

A report on the economics of Wisconsin outdoor recreation industry, including characteristics of private recreation enterprises, financial components such as investment, gross recreation income, costs, net recreation income, and return to family labor and management. Other management aspects, such as rate determination, outside employment, seasonal problems, advertising, product differentiation, and condition of entry are evaluated. Data was taken from preliminary returns of an inventory taken in 1966 by National Association of Soil Conservation Districts. Conclusions are important. (NF)

research report

Some Organizational And Income-Determining Features Of The Wisconsin Outdoor Recreation Industry



Research Division/ College of Agricultural and Life Sciences University of Wisconsin–Madison
In cooperation with Natural Resource Economics Division, Economic Research Service, United States Department of Agriculture

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Table of Contents

Summary

A 1966 survey of the Wisconsin outdoor recreation industry reported 5734 privately owned enterprises in the state. These enterprises comprised a heterogeneous mixture of business operations, ranging from the small, nonprofit motivated hunting club and the "mom and pop" resorts to the large, corporately-owned, highly profit motivated, multiple-enterprise complex. This report deals only with a sample of those outdoor recreation enterprises which are privately owned and which consider economic self-sufficiency and/or a profit as a major objective.

CHARACTERISTICS OF THE WISCONSIN RECREATION INDUSTRY

Several significant characteristics of the Wisconsin recreation industry appeared as the result of the survey.

1. Based on the data available, the Wisconsin recreation industry has many noncommercial features. First is the high proportion of nonprofit enterprises. Out of the 378 enterprises surveyed, over 46 percent were organized as nonprofit clubs or associations. Further, the high rate of nonrecreation employment among owners and operators and the serious problem of seasonal employment emphasize the part-time nature of many of the state's outdoor recreation enterprises.

2. The industry as a whole is atomistic in nature; that is, the industry is composed of many small firms where no one firm controls price setting. Two characteristics of atomistic industries are low net cash income and the absence of excessive profits; many of Wisconsin's recreation industries follow this pattern.

3. Pricing practices are mostly competition oriented. Operators are mainly price takers or price followers; that is, they find out what others are charging and charge the same (or a little bit more or less). This pricing behavior is characteristic of atomistic industries in general. Lengthening the season by lowering rates in the off-season is not a common practice in the Wisconsin recreation industry.

An exception to this competition-oriented pricing behavior was noted in one recreation enterprise firm whose operator charged "what the public could stand." This particular firm was the price leader in an enterprise type with few competitors. Another exception was found in campgrounds where many operators based their rates on those of nearby state parks. This indicates that the state park system, with numerous parks located throughout the state, is very influential in determining prices in the private sector and, consequently, the net cash recreation income.

4. There is considerable evidence of product differentiation in the recreation industry. About half of the operators surveyed believed that they offered a product different than that offered by competitors. Thus, this industry is looked upon as a multiproduct industry, with each recreation activity and/or combination of activities considered as a separate product. Differences in quality, combinations of activities offered (package plans), and the degree of hospitality offered are among the factors indicating product differences. To the extent that there is product differentiation, there is evidence of something other than atomistic competition.

5. Partly because there are limited factors of production available, there is evidence of barriers to entry into the industry. The supply of natural resources suitable for recreation sites is definitely limited. The managerial expertise and funds available for investment are also limited. In addition, there is evidence that certain groups opposed the development of particular recreation enterprises within their community. Opposition may come from neighbors, from local government, or from established firms which look upon the new firm as competition and therefore undesirable.

SUMMARY OF STATISTICAL DATA REPORTED FROM SURVEY

Seventy-five percent of the firms in Wisconsin were organized as proprietorships, about 15 percent were organized as corporations, and the rest (about 10 percent) were organized as partnerships.

Almost three-fourths of the operators reported holding full-time or part-time employment in addition to employment in their recreation businesses. Outside work involved farming, skilled or unskilled manual labor, sales work, self-employment, and managerial and professional activities. Most enterprises required large amounts of labor (70 to 75 hours

per week in season and about 35 hours per week in the off-season), most of which was supplied by the owner-operator and his family.

A wide range of investment, debt, and equity values was reported. Investment ranged from an average high of $211,63[illegible] for the winter sports types of enterprises to an average low of $8,396 for gun clubs. Debt ranged from a high of $32,531 for winter sports enterprises to a low of $1,561 for gun clubs. Equity, or net worth, ranged from $179,103 for winter sports types to $6,835 for gun clubs. There was also a wide range of values among firms within each enterprise type.

Gross income of the recreation enterprises ranged from an average high of $60,287 for winter sports types to an average low of $2,683 for gun clubs. In general, the data indicated rather low economic returns, especially considering the rather high investments involved. In some instances, the cost and return data would lead one to question whether the firm should continue in operation.

Over two-thirds of the operators reported spending money for some form of advertising, although the amounts varied widely. About one-half of the operators used individual brochures; newspaper ads were second in order of frequency of use; and publicity through recreation association and/or chambers of commerce followed. It is important to note that the amount of money spent by the recreation industry for advertising comes close to the amount of money spent by the liquor, cigarette, and soap industries, and that these latter industries are considered to be the heaviest spenders for advertising.

In conclusion, the private outdoor recreation industry, as a whole, appears to be one of atomistic competition. The large number of firms on the supply side of the market and the large population on the demand side indicate this. The low net recreation income also supports this belief. However, when considering individual enterprise types, particular recreation areas, some pricing and advertising behavior, and product differentiation, the industry appears to be one which economists designate as being of low to medium concentration.

SOME ORGANIZATIONAL AND INCOME-DETERMINING FEATURES OF THE WISCONSIN OUTDOOR RECREATION INDUSTRY

R. B. Cooper, S. D. Staniforth, A. C. Johnson, Jr., and R. A. Christiansen*

Introduction

Most dictionaries define recreation as a form of relaxation or enjoyment, implying an activity unrelated to or outside a person's ordinary daily tasks. The activity might be reading, playing games, participating in sports or hobbies, or simply enjoying beautiful scenery or music. The time during which a person is free from ordinary daily tasks is commonly called leisure time. Thus, in its broadest and simplest form, recreation can be defined as the way one uses leisure time to participate in both outdoor and indoor recreation activities. This study is concerned only with outdoor recreation activities.

Private outdoor recreation enterprises can be broadly grouped as firms that are privately owned, either by individuals or groups of individuals in partnerships; clubs or corporations that offer various recreational activities; and related services such as bars, restaurants, sport shops, bath houses, laundries, and gas stations. The enterprises studied in this report are privately owned recreation firms in Wisconsin organized to be economically self-sufficient or to be profit making. The study does not involve federal, state, county, or municipally owned recreation facilities nor does it cover housekeeping or American plan resorts (cabin resorts).

The private outdoor recreation industry is increasingly important to the economy and people of Wisconsin. Many agree that this industry is, along with manufacturing and agriculture, one of the three largest industries in the state. However, it has only recently been recognized as such; as a result, there is a lack of relevant statistical data and research information concerning it.

In response to this knowledge gap, the University of Wisconsin-Madison and the Natural Resource Economics Division, Economic Research Service, USDA, undertook an extensive research project, focusing on the economics of the Wisconsin outdoor recreation industry. A series of University research reports, presenting economic information for several Wisconsin recreation enterprises, is now available.[1/] These individual enterprise studies cover cabin (European) and American plan resorts, vacation farms, ski enterprises, campgrounds, riding stables, fishing waters, and shooting preserves. Emphasis is placed on the internal economic aspects of the recreation enterprise, including levels of investment, net worth, recreation income, costs, net income, and return to management and family labor. Other related management aspects considered include the importance of location, methods of advertising, determination of rates, problems in obtaining credit, conditions of entry into the industry, importance of management experience, and the role of trade associations.

The primary purpose of this report is to observe the recreation enterprises listed above in the context of a total industry. The data and information previously reported by individual enterprise reports are analyzed in this study on an industrywide basis.

* R. B. Cooper is associate professor, Recreation Resources Center, S. D. Staniforth is professor and A. C. Johnson, Jr. is associate professor of agricultural economics, University of Wisconsin-Madison, and R. A. Christiansen is agricultural economist, Natural Resource Economics Division, Economic Research Service, United States Department of Agriculture, Madison.

1/ These publications are available from the Recreation Resources Center, University of Wisconsin-Extension, 522 Lowell Hall, Madison, Wisconsin 53706.

Objectives of the Study

To achieve the primary purpose mentioned above, the following objectives were established for the study:

1. To identify the important characteristics of the Wisconsin private outdoor recreation industry.
2. To examine and discuss the important financial components of the recreation enterprises, including investment, gross recreation income, costs, net recreation income, and return to family labor and management.
3. To identify and evaluate other management aspects, such as rate determination, outside employment, seasonal problems, advertising, product differentiation, and condition of entry.

Source of Data and Procedure

The data used in the study were taken from the preliminary returns of an inventory taken in 1966 by the National Association of Soil Conservation Districts. A representative sample of each recreation enterprise type was selected from within each State Planning Area (Figure 1). The State Planning Areas were set up by the Wisconsin Conservation Department's Comprehensive Plan.[2/]

Samples of the following 10 recreation enterprises were drawn from the information provided by the 1966 NACD Inventory. These enterprises provide the basis for the analysis in this report.[3/]

1. Winter sports area — an area developed for snow- or ice-using sports, usually centered around skiing.
2. Vacation farm or dude ranch — a rural enterprise operated as a working or simulated farm or ranch which rents vacation living accommodations.
3. Shooting preserve — an area devoted to the shooting of pen-reared game birds. Shooting is not restricted to regular hunting seasons but is regulated by the Wisconsin Department of Natural Resources.
4. Hunting area — an area of land or land and water where a fee is charged for hunting wild game. Hunting is restricted to regular seasons.
5. Camping ground — area for tent, trailer, or pack camping.
6. Riding stable — an establishment which boards and/or offers horseback, pony, hay and/or sleigh rides.
7. Fishing waters (including boat-rental establishments and pond fishing) — water areas providing fishing opportunities, <u>owned by or accessible to the operator</u>.
8. Water sports area — an area of water suitable for swimming or boating, either controlled by or accessible to the operator. Swimming or boating is usually the main activity.
9. Field sports and picnicking area — developed area for concentrated recreation activities other than water-based activities. This category includes children's "day camps." Activities may include picnicking, competitive games (such as baseball, tennis, and volleyball), archery, target shooting, bicycling, and go-cart racing.
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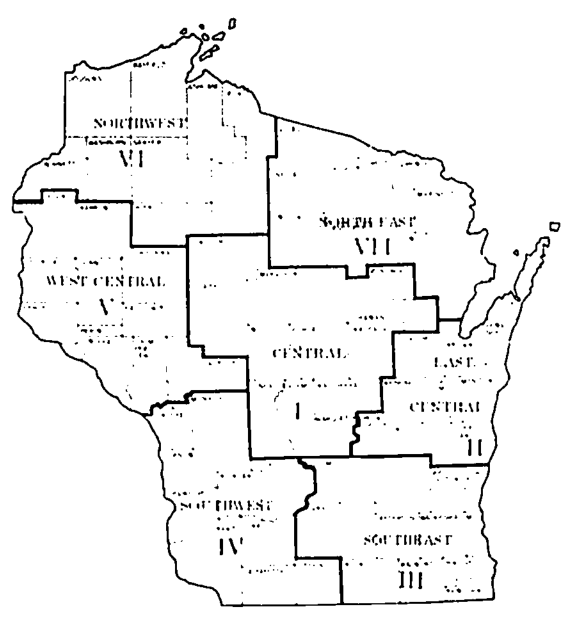
Wisconsin Comprehensive Recreation Planning Areas



Source: A Comprehensive Plan for Wisconsin Outdoor Recreation. Wisconsin Conservation Dept., Publ. 801, 1966.

Figure 1.

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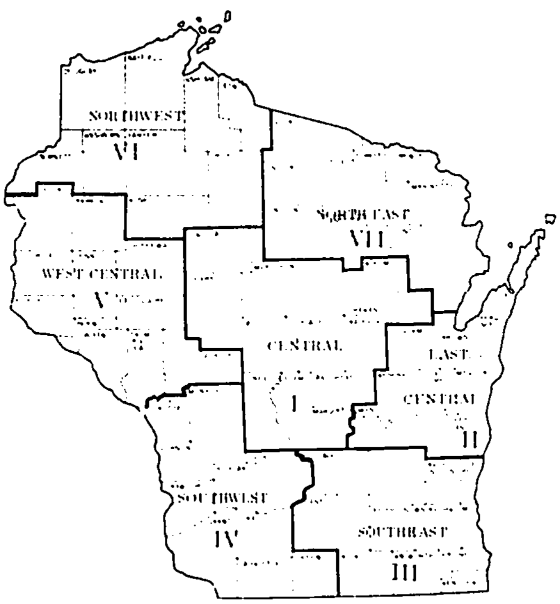

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recreation enterprise. Almost three-fourths of all enterprise operators had full-time or part-time employment away from and in addition to the recreation enterprise (Table 3). Most of this employment occurred during the off-season.

This heavy participation in nonrecreation employment appears significant for at least two reasons. First, it indicates that the private outdoor recreation industry in Wisconsin is largely a part-time business. Second, the outside employment of the operator indicates the kind of skills he brings into the management of his recreation business. These may differ considerably from the skills necessary for the successful management of a recreation business. This explains in part why many people who go into the recreation industry are not successful.

Managerial, professional, and sales work, the occupation categories offering skills most necessary for success as recreation operators, provided 23.5 percent of the operators. Sales experience is important in meeting and dealing with the public - an essential part of the work of the recreation operator. Managerial and professional positions provide experience useful in planning and managing the business. Experience gained in self-employment and farming is also important from the standpoint of managing a recreation business. The skilled and unskilled laborer category, however, provided the largest percentage of the recreation industry's operators (25.7 percent). That category of work probably offers the least in terms of skills necessary for success as a recreation business operator.

Employment in Recreation

The hours worked in season by recreation operators were almost identical for all the enterprise types that reported (Table 4). However, hunting area and field sports operators did not report. Winter sports operators average 72 hours per week during the season; the rest average 75 hours. This average overall of 74.6 hours worked per week in the enterprise during the season indicates that recreation enterprises provide full-time jobs during the busy months.

Table 3. Employment, Other Than in Recreation, by Operators of 249 Recreation Enterprises in Wisconsin in 1966

Enterprise type	Percentage of Time Spent in Outside Employment						Number of enterprises reporting
	Farmer	Laborer, skilled and unskilled	Managerial and professional	Sales worker	Self-employed (nonfarmer, nonretailer)	Total percent of operators (employed, other than in recreation)	
	%	%	%	%	%	%	
Winter Sports	4	18	14	15	14	65	28
Vacation Farms	57	25	6	6	0	94	16
Shooting Preserves	41	24	12	0	12	89	17
Hunting Areas	40	40	0	0	0	80	5
Campgrounds	12	28	11	22	2	75	47
Riding Stables	11	32	6	16	10	75	38
Fishing Waters	12	31	5	15	4	67	58
Water Sports	0	34	6	23	0	63	18
Field Sports	0	25	25	25	25	100	8
Scenic and Historic Sites	7	0	21	7	0	35	14
Industrywide Average	18.4	25.7	10.6	12.9	6.7	74.3	249 total

Source: Wisconsin Private Outdoor Recreation Survey, 1966

During the off-season, the average hours worked per week dropped to 36.4; the range was from 20 hours in field sports to 52 hours in fishing waters. The heavier work week in fishing waters was due largely to tavern operations associated with many of the firms.

Excluding the operators, the average number of family members working in recreation industries was 1.43 for all enterprise types. The number of paid family members average 1.33, indicating that most of the family workers were paid.

The number of nonfamily personnel employed in recreation industries averaged 4.6 for all enterprise types, ranging from none in hunting areas to 18.6 for winter sports. The total number of employees in the enterprises, other than the operators, averaged 5.96 for all recreation types. Winter sports employed the largest number of people, an average of 20 persons per enterprise. The hunting area type employed the smallest number of people (.4 persons).

These data indicate the relative importance of the type of recreation enterprise which provides employment. The employment figures also indicate that the average recreation firm is a relatively small, family business type of operation employing a small number of people, a considerable number of whom are family members. The figures also show a heavy demand of time and effort on the part of the operator. The seasonality of the work is apparent when the hours worked in season and off are compared.

Seasonality of the Recreation Industry

The length of season is a vital factor in the economic performance of outdoor recreation firms. Although the success of an enterprise is due in large part to the managerial — or more specifically, the promotional ability of the operator — a large part is due also to external influences.

Obviously, enterprises do most of their business in the season during which weather allows the recreation activity, e.g., winter sports in the winter. Activities at hunting areas and shooting preserves are limited to the season established by the Department of Natural Resources. The scenic and historic sites have the longest season, since they are composed of many varied types of recreation resources and activities that are not confined to one season and are not seriously affected by the weather. In the survey, the water sports category showed some business in the winter, suggesting that some form of recreation activity or service in addition to water sports was offered the year 'round (Figure 2).

Economic performance of a recreation enterprise may be improved by lengthening the season through such means as off-season rates, promotional effort, snow machines, and the incorporation of multiple enterprises (such as campgrounds with ski-resorts or vice versa).

Location

The location of the enterprise is important in

Table 4. Employment in Recreation in Wisconsin in 1966

Enterprise type	Average Work Week in Hours		Average Number of Paid Workers			Number of enterprises reporting
	In season	Off season	Family members[a/]	Nonfamily members	Total	
Winter Sports	72	32	1.4	18.6	20.0	28
Vacation Farms	75	31	2.4	5.2	7.6	16
Shooting Preserves	75	41	1.7	.5	2.2	17
Hunting Areas	..	..	.7	0.0	.7	5
Campgrounds	75	36	1.4	.3	1.7	47
Riding Stables	75	40	1.5	1.4	2.9	38
Fishing Waters	75	52	1.2	.7	1.9	58
Water Sports	75	43	1.2	5.7	6.9	18
Field Sports	..	20	.6	7.4	8.0	8
Scenic and Historic Sites	75	33	1.5	6.4	7.9	14
Industrywide Average	7.46[b/]	36.4[c/]	1.33	4.62	5.98	249 total

a/ The operator is not included in these figures.
b/ Average based on 8 enterprise types that reported.
c/ Average based on 9 enterprise types that reported.
Source: Wisconsin Private Outdoor Recreation Survey, 1966

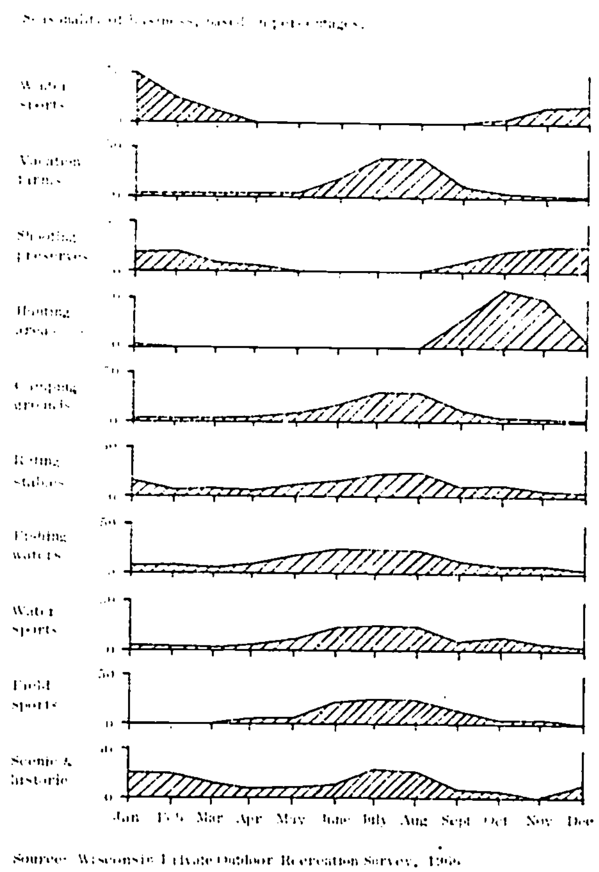

Figure 2.

determining demand for the facilities offered. That is, the trip to the recreation site can be considered as a cost in terms of time, effort, and money; the shorter the distance the user must travel, the less costly the trip. Thus, recreation enterprises near population centers are better located to serve users than similar firms located in sparsely settled areas away from population centers.

The survey found that campgrounds, fishing enterprises, vacation farms, and riding stables were scattered fairly evenly across the state. Field sports are definitely concentrated in the southeast, particularly in Milwaukee County. Waushara, Winnebago, and Waukesha Counties have the largest numbers of hunting areas, and Walworth and Racine Counties have the largest numbers of shooting preserves. Scenic and historic sites are located mainly in the Wisconsin Dells and Door County areas.

Economic Data

The economic data presented in this section are based on Wisconsin operators' responses relative to investment, debts, net worth or equity, income, costs, and profits or return to labor and management.

Investment

The level of investment is considered a main characteristic of the private outdoor recreation industry, primarily because level of investment is an indication of size, quality, and enterprise multiplicity. Other things being equal, the larger the capacity — whether it be the number of boats, horses, campsites, tow capacity, or accommodations for overnight guests — and/or the higher the quality of facilities and equipment, the greater the required investment. To offer various types of recreation activities (in other words, to have a multiple-enterprise recreation business) the level of investment tends to increase with each additional recreational activity and service offered. Indirectly the larger the capacity, the higher will be the quality of recreation opportunity in terms of the variety of activities (enterprise multiplicity) and services, other things remaining constant.

Average investment varies considerably by enterprise type and by size category within each type (Table 5) All sizes of winter sports enterprises reported by far the heaviest investment. Large water sports and vacation farm enterprises also showed heavy average investments, as did caves among the scenic sites. Gun clubs showed the lowest investment.

Another factor closely related to size of enterprise is the market value of the investment upon which the money is borrowed. If the market value of the land used by a recreation firm is increasing (and this is especially true in the case of waterfront property in Wisconsin), lending institutions are more likely to lend money to the recreation firms than if the market value is not increasing or is of little total value.[5] The net effect of such debt levels or borrowing ability is to limit the size of operation of the recreation enterprise.

Debt and Equity

Although debt and equity also vary widely by enterprise type and size category, they appear to be less important as factors affecting income than investment, because debt and equity are less directly related to capacity and size of operation.

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[5] Cooper, Rollin B., Sydney D. Staniforth, Aaron Johnson, Jr., and Rudolph A. Christiansen, "Cabin Resort Income in the 'Near' North," Agricultural Experiment Station, College of Agricultural and Life Sciences, University of Wisconsin. Research Report #35, October, 1968.

Table 5. Average Investment, Debt and Equity of 249 Recreation Enterprises in Wisconsin in 1966

Enterprise type		Average investment	Average debt	Average equity
Winter Sports	Small	$ 30,900	$ 7,017	$ 23,883
	Medium	191,500	61,233	130,267
	Large	1,015,000	90,750	924,250
	All	211,634	32,531	179,103
Vacation Farms	Small	1,060	575	485
	Medium	17,050	4,500	12,550
	Large	186,000	36,000	150,000
	All	28,175	5,984	22,191
Shooting Preserves and Hunting Areas	Small	7,037	1,300	5,737
	Medium	18,800	4,460	14,340
	Large	45,017	9,340	35,677
	All	20,603	4,355	16,248
Campgrounds	Small	13,800	1,642	12,158
	Medium	22,170	3,757	18,413
	Large	70,800	33,000	37,800
	All	26,530	7,745	18,785
Riding Stables	Small	4,742	2,911	1,831
	Medium	25,421	8,512	16,909
	Large	76,740	15,500	61,240
	All	21,834	6,595	15,239
Fishing Waters (Boat Rentals)	Small	3,637	229	3,408
	Medium	24,400	7,062	17,338
	Large	89,500	12,677	76,823
	All	19,113	3,795	15,318
Fishing Waters (Pond Fishing)	Small	5,500	1,100	4,400
	Medium	15,480	3,800	11,680
	Large	73,725	9,500	64,225
	All	30,331	4,723	25,608
Water Sports	Small	4,750	3,500	1,250
	Medium	30,089	7,522	22,567
	Large	164,000	51,000	113,000
	All	50,279	15,405	34,874
Field Sports	Archery	5,300	550	4,750
	Go-Carting	26,817	666	26,151
	Miscellaneous	35,900	5,625	30,275
	All	21,019	1,862	19,157
Field Sports (Gun Clubs)	Small	1,725	200	1,525
	Medium	6,883	770	6,113
	Large	26,220	5,800	20,420
	All	8,396	1,561	6,835
Scenic and Historic Sites	Wild Animals	66,300	19,333	46,967
	Caves	111,750	22,126	89,624
	Museums	42,600	7,000	35,600
	Miscellaneous	16,250	3,033	13,217
	All	55,213	11,737	43,476

Source: Wisconsin Private Outdoor Recreation Survey, 1966

The factors are interrelated in that the greater the debt, the less will be the equity or owner's net worth for any given level of investment, and vice versa. Perhaps the most important aspect of debt is that it necessitates an interest payment — a profit-limiting, out-of-pocket cost.

The other important aspect of debt is that it can be a reflection of the financial standing, or borrowing ability, of the industry. Financial institutions are reluctuant to lend to industries that have a weak financial structure or to those whose expected profit levels are low. Thus, financial standing is indicative of the overall profitability of an industry.

Income, Costs, and Returns

The net cash recreation income in Wisconsin, as shown by the study, was generally low, especially in the small enterprise category (Table 6). This size category includes the largest number of firms. Winter sports had the highest net cash recreation income and field sports the lowest. Among all the enterprises, winter sports realized by far the largest return to family labor and management.

Cash return to labor and management, computed at 6% for capital owned, shows a wide range of values (Table 6). Large winter sports enterprises averaged over $28,000 in returns while most classes of water sports and field sports realized negative returns. The data point up the high investment-low return nature of most of the industry. Net cash income and return to family labor and management appear generally low, especially for the large number of small enterprises. From the standpoint of the recreation user in Wisconsin, it appears that recreation resources are being supplied at fairly reasonable prices, and that "excessive" profits to the industry are quite low or nonexistent.

A question more important than adequacy of recreation enterprises might be whether or not the recreation firms can continue to operate in view of their generally low returns. From an economic standpoint, the previous information suggests adequate returns for resources employed in recreation are not being realized in many cases. However, it should be remembered that this industry was found to be largely a part-time enterprise. Also, because social, cultural, and other noneconomic motives enter into decisions to go into or remain in the recreation industry, it would seem hazardous to predict a movement of resources out of the industry.

Price or Rate Determination

Determining the right price or "establishing rates" is a major job for private recreation enterprise owners.

In many industrial market situations, such as the automobile industry, selling firms arrive at their price decisions by computing and announcing selling prices and letting the output adjust to those prices. Only in industries of relatively atomistic structure, where firms face a well-publicized market price, do the firms usually determine output and take the price determined by the market. These firms are "price takers" and by themselves have virtually no control over price.

In the recreation industry, the situation is characteristic of many service industries. First, the firm must decide on a scale of operation — for example, the number of rooms, campsites, horses, boats, or tow capacity per hour. Changes in the scale would constitute a long-run adjustment similar to a change in plant capacity for a manufacturing firm. Next, the price or rate must be determined, as well as the kinds of advertising and other promotional outlay. Then the firm hopes to "fill up," or fill as close to full capacity as possible, during as long a season as possible. This is done in an effort of maximize gross income and consequent net income. Thus, there is no specified output that the firm chooses to produce. The firm may try to lengthen the season by downward price adjustments and use of promotional programs. Few of the Wisconsin operators adjust prices in the off-season, according to the survey.

As will be seen in the discussion and tables that follow, recreation firms are usually "price followers." They charge a price they think other firms in the industry charge, and hope to compete by offering recreation facilities and services as good as, if not better than, their competitors'.

A basic question concerns whether the recreation owners or operators act independently or interdependently in establishing prices or rates. To gain insight into this question, the operators surveyed were asked, "Is rate determination a problem?" Less than one-fifth of all the operators responded affirmatively to the question, indicating that there generally was little concern over price or rate determination (Table 7). This reflects a characteristic of the industry, i.e., the firms are price takers or price followers, and once the rate is established there is no problem. Shooting preserve operators were most frequently aware of the problem, with 41 percent answering affirmatively. None of the field sports operators indicated any problem with rate setting.

The next question asked the Wisconsin operators was, "How did you arrive at the rates you charge?" The responses, shown on Table 7, are categorized as follows:

Table 6. Average Income, Costs, and Returns of 249 Recreation Enterprises in Wisconsin in 1966

Enterprise type	Size of enterprise	Gross recreation income	Total recreation costs	Net cash recreation income	Deduction for use of owned capital (6%)	Return to family labor and management
Winter Sports	Small	$ 5,548	$ 4,678	$ 807	$ 1,433	$ -563
	Medium	59,957	30,798	29,159	7,816	21,343
	Large	293,382	209,593	83,789	55,455	28,334
	All	60,287	40,482	19,805	10,746	9,059
Vacation Farms	Small	1,295	765	530	29	501
	Medium	5,437	3,734	1,703	753	950
	Large	109,047	91,131	17,916	9,000	8,916
	All	15,800	12,803	2,997	1,331	1,666
Shooting Preserves and Hunting Areas	Small	3,885	1,957	1,928	344	1,584
	Medium	5,897	3,862	2,035	860	1,175
	Large	13,500	8,432	5,068	2,141	2,927
	All	7,056	4,242	2,814	975	1,839
Campgrounds	Small	3,150	1,671	1,479	729	750
	Medium	5,730	3,245	2,485	1,105	1,380
	Large	13,100	9,371	3,729	2,268	1,461
	All	5,777	3,550	2,227	1,127	1,100
Riding Stables	Small	4,221	2,255	1,966	110	1,856
	Medium	12,617	7,960	4,657	1,015	3,642
	Large	28,257	19,943	8,314	3,674	4,640
	All	10,477	6,674	3,803	914	2,889
Fishing Waters (Boat Rentals)	Small	3,265	1,135	2,130	204	1,926
	Medium	6,344	2,640	3,704	1,040	2,664
	Large	12,720	6,354	6,366	4,609	1,757
	All	5,269	2,167	3,102	919	2,183
Fishing Waters (Pond Fishing)	Small	1,300	700	600	264	336
	Medium	4,794	2,760	2,034	701	1,333
	Large	12,600	5,100	7,500	3,853	3,647
	All	6,121	2,846	3,275	1,536	1,739
Water Sports	Small	1,248	1,233	15	75	- 60
	Medium	4,427	3,061	1,366	1,354	12
	Large	19,530	20,670	- 114	6,780	-6,894
	All	7,279	6,559	720	2,092	-1,372
Field Sports	Archery	760	283	477	285	192
	Go-Carting	12,002	11,943	59	1,569	-1,510
	Miscellaneous	1,173	2,045	- 872	1,816	-2,688
	All	5,078	5,096	- 18	1,149	-1,167
Field Sports (Gun Clubs)	Small	860	546	314	91	223
	Medium	2,292	1,290	1,002	367	635
	Large	8,160	5,368	2,792	1,225	1,567
	All	2,683	1,788	895	410	485
Scenic and Historic Sites	Wild Animals	31,290	22,223	9,067	2,818	6,249
	Caves	34,797	26,607	8,190	5,377	2,813
	Museums	14,186	10,528	3,658	2,136	1,522
	Miscellaneous	5,340	4,202	1,138	793	345
	All	18,122	14,518	3,904	2,609	1,295

Source: Wisconsin Private Outdoor Recreation Survey, 1966

Table 7. Responses to Questions Concerning Rate Determination of 249 Recreation Enterprises in Wisconsin in 1966

Enterprise type	Is Rate Determination a Problem?						How Did You Arrive at the Rates You Charge?[a]												Number reporting
	Yes		No		No answer		Cost-oriented		User-oriented		Competition-oriented		Experience oriented		Other		No answer		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Winter Sports	5	17	22	79	1	4	8	28	0	0	17	60	2	8	0	0	1	4	28
Vacation Farms	4	25	11	69	1	6	3	19	0	0	4	25	2	13	5	31	2	13	16
Shooting Preserves	7	41	10	59	0	0	3	18	1	6	5	30	3	18	3	18	2	12	17
Hunting Areas	1	20	2	40	2	40	1	20	0	0	0	0	1	20	1	20	2	40	5
Campgrounds	9	19	36	77	2	4	4	8	3	6	35	75	2	4	2	5	1	2	47
Riding Stables	5	13	33	87	0	0	5	13	4	11	17	45	2	5	6	16	4	11	38
Fishing Waters	8	14	47	81	3	5	9	16	2	3	30	51	4	7	8	14	5	9	58
Water Sports	2	11	15	83	1	6	5	28	1	6	9	51	1	6	1	6	1	6	18
Field Sports	0	0	8	100	0	0	1	13	1	13	3	37	1	13	2	25	0	0	8
Scenic and Historic Sites	4	28	10	72	0	0	6	43	2	14	1	7	0	0	5	36	0	0	14
Total Responses	45		194		10		45		14		121		18		33		18		249

[a] The percentages may not add up to 100 percent because some operators gave more than one response.
Source: Wisconsin Private Outdoor Recreation Survey, 1966

1. Cost-oriented — These responses included such things as "Charge enough to cover costs," "Charge enough to make a profit," or "Charge enough to make a fair income."

2. User-oriented — Examples of responses in this category were "Charge what people could afford," "Charge a price to attract customers."

3. Competition-oriented — Here the responses were of the general type: "Charge enough to be competitive," "Checked with others and charged the same," or "More," or "Less."

4. Experience-oriented — Here the owners arrived at their rates "From experience" or "Charged what the former owners charged."

5. Other — This included the rest of the responses.

Generally, more operators were competition-oriented than anything else; about three-fourths of the campground operators and over half of the winter sports and fishing waters operators were so oriented. A breakdown of the competition-oriented answers in Table 7 is listed below:

Answer Category	Percent
Charge the same as others	25.4
Charge enough to be competitive	4.9
Charge less than others	3.5
Charge more than others	0.5
Checked with customers and other operators	2.2
Based on rates at nearby state park	1.7
Total	38.2

Being competition-oriented when determining rates does not necessarily mean that there is evidence of collusion. Complete independence is defined in industrial organization theory as making decisions without consultation of other firms and without taking into account the possible reactions of competitors. The operator can also check to see what others have done and adjust his price accordingly. By itself, checking with other operators to find out what price they charge is not indicative of collusion.

Campground operators most frequently stated they charge the same rates as others, followed by riding stables, field sports, winter sports, and water sports.

Many of the campground operators (36%) stated their rates were based on those of nearby state parks. Over 33% answered affirmatively when asked, "Does the State of Wisconsin in any way influence your rates?" (Table 8). Their answers were similar to "due to the rates of nearby state parks." Hence, the state appears to be the price leader in much of this enterprise.

Cost-oriented answers were next in order of frequency to competition-oriented answers. Scenic and historic firms ranked highest, followed by water sports and winter sports. Lowest were campgrounds.

After asking, "How did you arrive at the rates you charge?" a list of suggested methods was offered to the operators. The largest number of responses were to categories suggesting prices large enough to "realize a satisfactory net return on investment" (79 percent), "a minimum level of gross income"

Table 8. Effect of the State on Rate Determination of 249 Recreation Enterprises in Wisconsin in 1966

Enterprise type	Does the State of Wisconsin in Any Way Influence Your Rates?												Number reporting
	YES, due to rates at nearby state parks		YES, due to sales tax		YES, standards which we must meet increase costs		YES, other		NO		No answer		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Winter Sports	0	0	2	7	3	11	1	4	21	74	1	4	28
Vacation Farms	0	0	1	6	0	0	1	6	13	82	1	6	16
Shooting Preserves	0	0	0	0	0	0	1	6	16	94	0	0	17
Hunting Areas	0	0	0	0	0	0	1	20	2	40	2	40	5
Campgrounds	17	36	1	2	1	2	0	0	25	54	3	6	47
Riding Stables	0	0	1	3	0	0	1	3	31	81	5	13	38
Fishing Waters	1	2	3	5	0	0	2	3	50	87	2	3	58
Water Sports	0	0	2	11	1	6	0	0	14	77	1	6	18
Field Sports	0	0	0	0	0	0	1	13	6	74	1	13	8
Scenic and Historic Sites	0	0	0	0	0	0	2	14	10	72	2	14	14
Total responses	18		10		5		10		188		18		249

Source: Wisconsin Private Outdoor Recreation Survey, 1966

(78.4 percent), and to "cover the costs of operation" (76.7 percent). These multiple responses seem to indicate that the recreation industry is following t... "...profit" pricing principle. That is, opera... to make "satisfactory" profits but are c... by their competitors (59.0 percent indic... rates were the same as those charged by ... in the industry). However, economists believe the motive for following a method of "fair profit" pricing is not to discourage more firms from entering the industry, but rather to struggle to maintain present levels of sales in a market characterized as somewhere between atomistic and low-to-medium concentration. Another reason could be due to the operators' unawareness of pricing strategy and its importance.

Off-Season Rates

Another price-related type of behavior generally characteristic of the recreation industry is that of off-season rates. Such rates are usually lowered in the early part of the season and/or at the end of the season, in an attempt to extend the length of the season and to attract business that the firm would not otherwise realize. The attempt is to more fully utilize fixed capacity, and thereby increase gross income and, in turn, net income.

In this industry, the extension of the season normally would increase additional revenue more than it would create additional costs, since the facilities are already there. Variable operating costs would appear to be low relative to fixed costs. Thus, the additional revenue realized during the extended season would be greater than the additional cost over that same period, resulting in increased profits.[6]

In response to the survey question, "Do you have lower off-season rates?" only 5.3 percent responded affirmatively. Of those queried, 3.2 percent indicated that the reason for lowering rates was to lengthen the season and increase the volume of business (Table 9). An additional 0.8 percent said they lowered rates but gave less service. On the whole, among all firms, there was apparently little interest in lowering off-season rates to increase the volume of business.

6/ The profit maximizing position might then be at some higher level of sales where the additional operating cost equals the additional sales revenue. This increase in cost is due to lower utilization rates which result in larger per unit operational costs — in other words, where marginal revenue equals marginal cost.

Table 12. Ratios of Advertising Costs to Gross Sales of 160 Recreation Enterprises In Wisconsin in 1966

Enterprise type	Advertising costs/gross sales				Number reporting
	Median	Mean	High	Low	
	---------------- Ratios			-------------	
Winter Sports	.08	.13	.62	.00	24
Vacation Farms	.07	.10	.31	.01	11
Shooting Preserves	.03	.04	.13	.00	8
Hunting Areas	.01	.01	.01	.01	1
Campgrounds	.10	.21	1.60	.00	30
Riding Stables	.03	.03	.14	.00	27
Fishing Waters	.06	.09	1.00	.00	35
Water Sports	.06	.43	3.57	.00	9
Field Sports	.02	.02	.06	.00	5
Scenic and Historic Sites	.10	.12	.33	.00	10
Industrywide Average	.056	.118	....	....	160

Source: Wisconsin Private Outdoor Recreation Survey, 1966

the operator, and so on. In an attempt to discover product differentiation from the point of view of the operator (as opposed to the viewpoint of the customer-consumer or the researcher) the survey staff asked the question, "Do you offer anything special to guests that is not offered by most operators in this business?" The results are shown in Table 13.

Industrywide, over half of the operators (51%) felt that they offered "something special" to guests. The most commonly mentioned offering was the personal relationship that the operator enjoyed with his guests. Some called it "goodwill", others said "personal service" or "we take care of our guests." This was particularly true in the case of vacation farms, where 31 percent of the farm operators indicated a personal relationship as something special. Most of these enterprises are small, have only one or a few guests families at a time, and invite the guests to stay in the home with the farmer. In such a situation, a negative personality on the part of the operator could be detrimental to the successful operation of the recreation business, assuming there is a direct relationship between enjoying oneself and associating with a pleasing personality.

Better quality and cleaner facilities were rated as a special offering most frequently by the scenic and historic site enterprises — almost one operator in five (21 percent) mentioned it. This factor was singled out by 17 percent of water sports operators and by 19 percent of the riding stable operators. Shooting preserves and hunting areas did not mention it at all.

However, these latter operators rated the offering of special services highly. The special service usually referred to the use of hunting dogs during hunting, and the serving of coffee and doughnuts afterwards. In the campgrounds, special service often meant free towels in the showers or some similar service.

Special attractions were rated most highly by managers of scenic and historic site enterprises (21 percent). Campground managers quite often mentioned nature trails as specific attractions, as did vacation farms. However, shooting preserves, hunting areas, and field sports did not mention attractions.

From the customer-consumer point of view, one source of product differentiation is the lack of information regarding characteristics and qualities of the services offered by the various competing firms. Users of outdoor recreation facilities may be fairly good at judging the quality of the particular enterprise they have visited, and they can easily decide whether they like it or don't like it. This alone could be the significant measure of quality of a particular enterprises's facilities. Hunters and fishermen know when hunting and fishing are good by the degree of success they have; horseback riders know when they enjoy riding a horse on a particular bridle path, swimmers know when the swimming is enjoyable, and so on. However, there appears to be a void regarding the knowledge of quality of recreation enterprises at an enterprise individuals have never visited, assuming they know the enterprise exists. They must judge on the firm's publicity, the advice of a friend who has been there, or the description in directories such as the Wisconsin Campground Directory or Wonderful Wisconsin. Many times, facilities are listed, but they vary greatly in

Table 13. Product Differentiation: Special Offerings to Guests, by 249 Recreation Enterprises in Wisconsin in 1966

Enterprise type	Do you Offer Anything Special to Your Guests, Not Offered by Most Operators in this Business?																Number reporting
	No special offerings		Yes, personality, service		Yes, better quality, cleaner		Yes, some special attraction, (nature trail, museum, etc.)		Yes, some special service, usually free		Yes, through rates		Yes, other		No answer		
	No.		No.		No.		No.		No.		No.		No.		No.		
Winter Sports	15	54	3	11	3	11	0	0	2	7	1	4	1	4	3	11	28
Vacation Farms	4	25	5	31	1	6	2	12	2	12	1	6	0	0	1	6	16
Shooting Preserves	11	65	0	0	0	0	0	0	3	18	2	12	1	6	0	0	17
Hunting Areas	2	40	0	0	0	0	0	0	1	20	0	0	0	0	2	40	5
Campgrounds	27	57	1	2	3	6	6	13	4	9	1	2	4	9	1	2	47
Riding Stables	15	42	2	5	7	19	2	5	5	13	2	5	2	5	3	8	38
Fishing Waters	45	71	2	3	3	5	1	2	1	2	2	3	1	2	3	5	58
Water Sports	7	39	4	22	3	17	1	6	2	11	0	0	1	6	0	0	18
Field Sports	5	62	0	0	1	12	0	0	0	0	1	12	1	12	0	0	8
Scenic and Historic Sites	4	29	0	0	3	21	3	21	1	7	1	7	1	7	1	7	14
Total Responses	135		17		24		15		21		11		11		15		249

Source. Wisconsin Private Outdoor Recreation Survey, 1966

quality. Until some agency develops a standardized rating system and ranks the enterprises on the basis of quality, this situation will probably continue.

Such lack of user knowledge, along with the difficulty of advertising unique qualities and characteristics or recreation firms, seems to indicate that return visits and word-of-mouth advertising by satisfied customers are the best means of increasing patronage. This applies especially if hospitality is important, as so many operators reported it.

Buyer preferences can also be developed by various methods of sales promotion. No effort was made in the Wisconsin study to analyze advertising except for the relative expenditure for the various types of advertising used and its relation to the income of the enterprise. However, there may be considerable advertising by recreation enterprises via recreation associations. Also, the state spends substantial amounts promoting vacations in Wisconsin. Lastly, individual firms commonly circulate brochures among customers at recreation areas and at sports shows.

Condition of Entry Into the Industry

The condition of entry, also known as barriers to entry, is common to many industries. In price theory, the term has been used as a measure of the "fence" which protects established sellers and which potential new sellers must overcome before they enter the industry.

In the recreation industry, established firms often have an advantage over potential new firms because of consumers' preferences for established firms and their products. People prefer repeating a recreation experience at an established firm to the uncertainty of an experience at a new firm.

The accumulated preferences of users for the recreation facilities of a particular firm or recreation area are substantial. This was mentioned by the enterprise operators in answer to the question, "What advantages do you have, now that you are established, over a person just trying to get started?" (Table 14). Of all enterprises surveyed, 28 named their reputation, established names, and clientele in response to the question. Enterprise types reporting this factor most often were riding stables, water sports, campgrounds, and fishing waters. The ownership or control of superior natural resources is especially relevant to outdoor recreation opportunities. Many of the scenic and historic enterprises are believed to be successful because of a feature unusual enough to attract customers to the area. It could be a museum or an unusual historical site.

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Fishing Waters	.06	.09	1.00	.00	35
Water Sports	.06	.43	3.57	.00	9
Field Sports	.02	.02	.06	.00	5
Scenic and Historic Sites	.10	.12	.33	.00	10
Industrywide Average	.056	.118	....	....	160

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The condition of entry, also known as barriers to entry, is common to many industries. In price theory, the term has been used as a measure of the "fence" which protects established sellers and which potential new sellers must overcome before they enter the industry.

In the recreation industry, established firms often have an advantage over potential new firms because of consumers' preferences for established firms and their products. People prefer repeating a recreation experience at an established firm to the uncertainty of an experience at a new firm.

The accumulated preferences of users for the recreation facilities of a particular firm or recreation area are substantial. This was mentioned by the enterprise operators in answer to the question, "What advantages do you have, now that you are established, over a person just trying to get started?" (Table 14). Of all enterprises surveyed, 28% named their reputation, established names, and clientele in response to the question. Enterprise types reporting this factor most often were riding stables, water sports, campgrounds, and fishing waters. The ownership or control of superior natural resources is especially relevant to outdoor recreation opportunities. Many of the scenic and historic enterprises are believed to be successful because of a feature unusual enough to attract customers to the area. It could be a museum or an unusual historical site.

Table 14. Advantages of Established Recreation Firms Over Those Just Getting Started in Wisconsin in 1966

Enterprise type	What Advantages Do You Have, Now That You are Established, Over a Person Just Trying to get Started?																				Number reporting
	No advantage		Experience		Own business, no debts, equity		Established name, reputation, clientele		Desirable location		Land all bought up in area, county won't allow more		Bought when land prices were lower than now		Have facilities in good condition		Other		No answer		
	No.		No.		No.		No.		No.		No.		No.		No.		No.		No.		
Winter Sports	2	7	16	57	2	7	8	29	7	25	0	0	0	0	4	14	0	0	2	7	28
Vacation Farms	1	6	9	56	0	0	5	31	1	6	0	0	0	0	0	0	0	0	3	19	16
Shooting Preserves	2	12	9	53	0	0	5	29	0	0	0	0	1	6	3	18	0	0	1	16	17
Hunting Area	2	40	0	0	0	0	0	0	0	0	0	0	0	0	1	20	0	0	2	40	5
Campgrounds	4	9	15	32	6	13	18	38	4	9	0	0	2	4	2	4	4	9	3	6	47
Riding Stables	2	5	8	21	1	3	21	55	3	8	0	0	0	0	9	24	0	0	7	18	38
Fishing Waters	6	10	15	26	10	17	22	38	3	5	2	3	1	2	3	5	2	3	6	10	58
Water Sports	1	6	7	39	6	17	7	39	4	22	0	0	1	6	2	11	1	6	0	0	18
Field Sports	0	0	4	50	10	12	10	12	0	0	0	0	0	0	0	0	10	12	10	12	8
Scenic and Historic Sites	1	7	8	57	1	7	2	14	1	7	0	0	0	0	1	7	0	0	3	21	14
Total Response	25		91		36		98		22		2		5		25		17		37		249

Source: Wisconsin Private Outdoor Recreation Survey, 1966

In general, the number of unpolluted lakes and streams and the potential for creating new lakes are limited. With the additional factor that some locations are of much higher quality than others, all of the enterprises located on or having access to water are definitely controlling a restricted resource which can satisfy the recreation demands of only a limited number of users.

Over 8% of all the enterprises surveyed for the study listed their desirable location as an advantage over those just getting started (Table 14). Twenty-five percent in the winter sports category and 22% in water sports indicated that desirable location was an advantage. Shooting preserves, hunting areas, and field sports did not mention this feature as an advantage. A few fishing waters operators stated there were no more enterprises allowed, since the county was zoned to prevent any more development of that kind of enterprise. Entry into the fishing waters industry in particular will become increasinly difficult as the natural resources upon which such recreation depends become fully developed and/or polluted.

The inability of recreation enterprises to acquire the necessary factors of production, such as management services and labor, can be a barrier to entry. Specifically, 39% of all the enterprises surveyed listed experience as an advantage over a firm just trying to get started in the business (Table 14). At least half of the winter sports, vacation farms, shooting preserves, field sports, and scenic and historic enterprises indicated experience as an advantage. None of the hunting areas listed it.

Very closely related to experience is availability of operating information, or information regarding the management of the enterprise. Of all the firms, 30.4% indicated such operating information was not available when they were getting started in the business, while slightly over half said it was available. Over half of the vacation farms and scenic and historic enterprises stated that operating information was not available when they opened. Water sports was the only enterprise type to state that operating information was readily available.

Also asked in relation to this barrier was the question, "If you asked for advice, did you receive cooperation from your association?" Almost one-third (32.5 percent) of the enterprises stated they did receive cooperation; 37 percent said they did not. Water sports was the only type in which over half of the operators indicated they did not receive cooperation; half of the field sports enterprises said they did.

In the category of accessibility of funds for investment, there is little information showing differential interest costs of established versus potential enterprises. However, there is some evidence of unavailability of funds for investment. When operators were asked, "Were capital requirements a problem when getting started in this business?" nearly one-third said "Yes". Over three-fifths of the winter sports operators said that obtaining funds for investment was a problem. (This could be due to the high investment nature of the enterprise.) Hunting areas indicated no problem, understandably, since, in most cases, there was little need for investment funds; the operator usually owned the farm and simply opened his land to hunters for a fee. In response to difficulties encountered in getting started, almost one-fifth of the enterprises surveyed stated lack of credit, money, or high investment as a problem.

Also related to the problems of money was the fact that money lenders seemed to try to prevent firms from getting started by making it difficult for them to borrow funds. In Table 14, 7.6 percent of the firms indicated that such factors as equity and lack of debts gave them an advantage over those just getting started.[7]

When asked, "When you were starting out, do you think anything may have been done to prevent you from getting started?", over three-fourths of all enterprises replied negatively. However, a few responses indicated that groups in the local community were not in favor of such a type of recreation enterprise getting started in their area. Sometimes the people involved were the neighbors, sometimes the local government, and sometimes established recreation enterprises.

Problems in the Industry

In the answer to the question, "What are the major problems in the operation of the recreation business?", 33% of all firm types mentioned economic problems. Additionally, 19% of all firms recognized guest-related, internal operational, and/or external regulatory problems as major ones (Table 15). Vacation farms noted the most economic problems (55%), while hunting areas mentioned none. Field sports and picnicking enterprises stressed guest-related problems (38%), while scenic and historic sites reported the fewest guest-related problems (7%).

Shooting preserves listed internal or operational problems as the most serious. Over half of the winter sports and water sports enterprises realized natural external problems, while vacation farms and shooting preserves saw none of this type. The natural external problems were usually the weather and the short season, which are, of course, closely related. Campgrounds and hunting area firms noted the most external regulatory problems, mainly in the form of licensing taxes. Riding stables were the only enterprise type to list liability insurance; this is probably due to the feeling of insurance companies that horseback riding is dangerous, and not desirable to insure.

Conclusions

The private outdoor recreation industry, as a whole, appears to be one of atomistic competition. Over 5,700 firms supply recreation activities to users from Wisconsin and surrounding states.

The study shows three-fourths of the firms were run as individual proprietorships; three-fourths also reported holding full- or part-time employment in addition to their recreation business.

A wide range of investment, debt and equity values were revealed. Investment ranged from an average high of $211,634 for the winter sports type enterprises to an average low of $8,396 for gun clubs. Debt ranged from $32,531 for winter sports to $1,561 for gun clubs. Equity (net worth) ranged from $179,103 for winter sports to $6,835 for gun clubs.

The Wisconsin recreation industry had a high proportion of nonprofit enterprises. Pricing practices were mostly competition-oriented. Operators were mainly price takers or price followers.

Three features noteworthy of the industry are: 1) Over two-thirds of the operators reported spending money for some form of advertising. This included individual brochures and newspaper ads; 2) Considerable evidence of product differentiation was noted. The industry is looked upon as a multi-product industry; and 3) Barriers to entry were present. Among them were limited natural resources and available funds.

Individual enterprise types in the Wisconsin recreation industry appear to be of low to medium concentration. The data indicate rather low economic returns with rather high investments among the 249 privately owned enterprises surveyed.

[7] Another kind of barrier to entry results from the economies of large-scale production and distribution and distribution in the industry; that is, where large capital requirements are necessary for production and distribution (as the auto industry). There is not sufficient information available from this study to indicate whether such a situation exists in the Wisconsin outdoor recreation industry. However, it is thought that there may be some degree of economy of large scale present, particularly in the winter sports enterprises.

Table 15. Major Problems Recognized by the Operators of 249 Recreation Enterprises in Wisconsin in 1966

Enterprise type	Economic		Guest-related		Internal (operational)		External (natural)		External (regulatory)		Liability insurance cost		Other		No problems		Number reporting
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Winter Sports	11	39	3	11	5	18	15	54	3	11	0	0	0	0	0	0	28
Vacation Farms	9	55	4	25	4	25	0	0	1	6	0	0	0	0	3	19	16
Shooting Preserves	4	24	2	12	5	30	0	0	1	6	0	0	0	6	2	12	17
Hunting Areas	0	0	1	20	1	20	1	20	1	20	0	0	0	0	0	0	5
Camp-grounds	13	27	9	19	4	8	6	13	11	23	0	0	7	15	8	17	47
Riding Stables	10	27	11	30	6	16	8	21	0	0	5	13	7	18	0	0	38
Fishing Waters	11	19	7	12	10	18	12	21	2	4	0	0	7	12	11	19	58
Water Sports	6	35	2	12	4	22	11	62	0	0	0	0	4	22	1	6	18
Field Sports	3	38	3	38	1	13	2	25	0	0	0		1	13	0	0	8
Scenic and Historic Sites	9	63	1	7	4	28	1	7	0	0	0	0	3	21	1	7	14
Total Responses	76		43		44		56		19		5		29		26		249

Source: Wisconsin Private Outdoor Recreation Survey, 1966.

Available from county University Extension offices in Wisconsin. Out-of-state purchasers, contact Bulletin Room, College of Agricultural and Life Sciences, The University of Wisconsin, Madison, Wisconsin, 53706. Price twenty five cents plus postage.