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A Social Perspective on S-D logic

By

Johannes Nijboer

2011
Abstract

This exploratory study seeks to enhance the understanding of co-creative variables in the context of Service-Dominant logic. Variables such as the integration of resources, operant resource development and C2C interaction have been examined in respect to current marketing literature by utilising the land house of Chatsworth as a case study. In addition, this research embraces a customer orientation to enhance the role of the customer in search for value.

This research applies consumer behavioural theories to challenge aspects of S-D logic and co-creation. In addition, resource integration and C2C interaction play a considerable role in the process of enhancing the understanding of actors in a contextual environment. Therefore a model is presented that facilitates this understanding and explores novel realms concerning social value creation.
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1. Introduction

Marketing is a social science in which the intangible effects of language are becoming increasingly dominant. In recent decades, the foundations of marketing have been criticised and subject to alterations in thought and practice. Factors such as relationships, human and organisational knowledge, and skills (intangible resources) are considered to be emerging competitive key elements to forge value creation and corporate strategies. Value creation is a conflict between sacrifices and benefits and the underlying system of business strategies and human satisfaction (Holbrook, 2005; Slater, 1997; Smith and Colgate, 2007; Woodall, 2003). Furthermore, technological advances and digital inventions have challenged organisations and academic marketing research to creatively develop new strategies. Factors such as learning, globalisation, networking, increased competition, and digital services such as Facebook and Google’s search engines have altered the nature and thought processes of consumers and businesses (Prahalad and Ramaswamy, 2004). Marketing as a social science is thus pressured to adjust its marketing principles and value creation processes to keep up with the constant alterations of customers and technology. In current times, and in particularly with regard to these revolutions, the customer is embarking on a proactive search for value guided by these new complexities and experiences (Prahalad and Ramaswamy, 2004).

In line with these alterations in society, an emerging marketing concept arose that emphasised a modification from “marketing to”, switching to “marketing with” (Lusch, 2007; Prahalad & Ramaswamy; Vargo and Lusch, 2004; Ramaswamy and Gouillart, 2010). This proactive social collaboration in the form of a relationship and mutual value creation between the customer and the firm has been identified as co-creation. In 2004, Vargo and Lusch introduced Service-Dominant logic, which highlights value co-creation and intangible resources (e.g. relationships) as mentioned earlier. It is important to consider the role of value creation, since it is generated individually, based on past experiences and corresponding cultural environments. Within the domain of S-D logic, an underdeveloped area concerns how people from an environment interact with one another, and especially how this impacts value creation and consumption. This environment depicts that people and
customers are continuously connected to each other and share resources; this is labelled customer resource integration (Achrol and Kotler, 1999; Chandler and Vargo, 2011; Gummesson, 2006:339-353; Gummesson and Polese, 2009; Vargo and Lusch, 2011). The role of co-creation is essential, since customers make use of products (e.g. image) which translates to value creation. In other words, co-creation through use develops a sense of customer satisfaction.

Furthermore, S-D logic argues that the customer is the creator of value while the firm merely acts as a facilitator of value. This inherently alters the function of value distribution, reducing the impact of the firm and increasing the importance of the customer in search of value. Research from a customer perspective, in which the customer is identified as the value creator, is scarce.

Research on S-D logic has started to integrate consumer behavioural factors of consumption. Consider, for example, why a person purchases a particular fashion brand or why a person wears sunglasses when the sun is not shining. Individual and social value creation will be discussed in light of knowledge and skills generation. In addition, the factor of resource integration will be utilised to reveal why customers purchase or perform specific actions in relation to a contextual environment. This would facilitate customer understanding and enhance organisational marketing strategies and academic discussion.

Another emerging concept in the domain of S-D logic entails customer-to-customer (C2C) interaction which significantly correlates with co-creation. C2C interaction considers the use of language between customers in a wide context and will be explored on the basis of resource integration and co-creation.

In the development of adequate research data, this study will explore the land house of Chatsworth (Tourist Attraction) as a case study. The brand will serve as a platform to develop co-creative understanding and act as a resource to derive novel insights and theoretical understandings.
This study will commence with a thorough explanation of current marketing fundamentals and S-D logic principles in the form of a literature review. In light of S-D logic, the literature review aims to develop a holistic perspective of corresponding concepts. The second part will examine the methodological techniques and scrutinise the theoretical research questions. In addition, an adequate account of the research gaps is provided. This will be followed by the findings and analysis section, in which initial outcomes are stated, and a discussion section, in which the findings are contrasted to academic literature. The final part will encompass a conclusion with information concerning limitations and future research.
2. Literature Review

This chapter will examine and explain the fundamental theoretical background of this study. The analysis written below will introduce the concept of Service Dominant Logic (S-D logic) and identify key points that are vital in the process to derive concise and realistic conclusions. The explanation is written in light of current S-D logic theory and the purpose of this research (See Methodology). This study will adopt a social and customer oriented perspective on marketing concepts that are currently underdeveloped within S-D logic. In course of the explanation, cross-over references between S-D logic and these marketing concepts will be made to capture a holistic and critical view.

The chapter will commence with an explanation of the rationale of S-D logic and why it serves as an emerging fundamental platform in marketing. The literature review will continue with a description of the core values of the concept in relation to modern marketing practices. The explanation will emphasise the aspect of value co-creation, which serves as a central theme in this research. Other core and inherent principles of S-D logic will be outlined to provide a concise and thorough overview of related theoretical fundamentals that are of critical importance to this research. The literature will continue by deepening the understanding of social construction in regard of the self-concept, branding and brand communities. Finally, customer-to-customer interaction (C2C) will be scrutinized.

2.1 Marketing back in the days

In 2004, Vargo and Lusch developed a dominant logic with the idea of creating a new fundamental ideology for marketing. The authors named it Service-Dominant Logic. The first section of this chapter will outline the state of marketing prior the introduction of S-D logic in 2004. A perception of marketing fundamentals prior to 2004 is essential in order to understand the current shifts in marketing which has led to S-D logic and this study.

Marketing is based on ideas from Economics. In 1800, the value of a product was defined through the manufacturing of “stuff” (Vargo and Lusch, 2004:3). This concept developed from the 1900 to 1950 in which the emphasis was on marketing as transactional and possession. The latter can be illustrated as the beginning for the search for an understanding.
for psychological needs in marketing theory. During 1950-1980, the marketing mix was created (4P’s: Price, Promotion, Place, and Product, McCarthy, 1960) and pervasively applied. Academics in this time frame argued customers did not purchase offerings for merely utilitarian purposes, but rather for their symbolic value and meaning (Levy 1959; Kotler and Levy; 1969; Vargo and Lusch, 2004). This symbolic aspect introduced a perspective not based on simply goods but also on an intangible form of value creation. From 1980-2000, understandings of marketing changed towards a social and economical process in which the intangible effects of knowledge and skills became more essential and apparent. Additional marketing concepts were developed such as market orientation, relationship marketing, resource management and the network concept (Achrol and Kotler; 1999; Grönroos, 1994; Kohli and Jaworski, 1990; Narver and Slater, 1990).

Due to the alterations in understandings to the main definition of marketing, the meaning of marketing has been subject to constant changes. This negatively affected the inherent state and nature of marketing as a practical discipline due to the confusion of the role of this social science. In corporate decision making, managers have been arguing that marketing lost its function since it has become pervasive in nature (Webster at al, 2005). “Marketing is everywhere” as Verhoef and Leeflang (2009) state. In relation to these constant changes, managers and businesses have lost the understanding of what role marketing should play in practice (Verhoef and Leeflang 2009; Webster et al, 2005). Furthermore, the 4P’s have become entrenched in marketing literature while its product focused application and meaning is out-of-date in regards to relationship marketing, marketing orientation and other emerging marketing concepts (Day and Montgomery, 1999; Grönroos, 1994). The vast majority of academia seek to reduce the application of the 4P’s and diminish the strong association between the role marketing should play in business and the flaws of the product oriented 4P’s (Van Waterschoote & Van den Bulte, 1992; Vargo and Lusch, 2004).

The above illustrated examples demonstrate motives that provide arguments for a shift in marketing thought (Lusch, 2007; Sheth and Parvatiyar, 2000; Sheth and Uslay, 2007). Marketing academics argue that a novel paradigm has to be developed that takes into account emerging marketing concepts such as the increasing importance of the intangible business assets (knowledge and skills), relationship marketing and networking (Lusch, 2007;
Sheth and Parvatiyar, 2000; Sheth and Uslay, 2007). In light of these arguments, Vargo and Lusch developed S-D logic which has been highly embraced and applauded in the marketing literature (Aitken et al, 2006; Vargo and Lusch, 2008). Furthermore, it positively triggers marketing to change its fundamentals with current and novel thought. In the next paragraph, the core ideas of S-D logic will be scrutinized to develop a thorough understanding of this concept and the relations with this study.

2.2 S-D logic - the basics

S-D logic is built on 10 fundamental premises (FP’s, Vargo and Lusch, 2008) which will be examined to capture a thorough and holistic understanding (See table 1). Since the premises are highly correlated, a concise explanation of theory will in most instances be demonstrated through a combination and mix of FP’s. In addition, a deeper analysis of specific FP’s related to the purpose and aim of this research is provided. The explanation will commence with the change from a tangible and output oriented economy to an economy focused on intangibles and continued with an analysis of operant and operant resources, a clarification of service, the role of the customer, relationship marketing, co-creation and the network concept.

Table 1: Service Dominant Logic Fundamentals

<table>
<thead>
<tr>
<th>Premise</th>
<th>Explanation/justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>FP1</td>
<td>Service is the fundamental basis of exchange</td>
</tr>
<tr>
<td>FP2</td>
<td>Indirect exchange masks the fundamental basis of exchange</td>
</tr>
<tr>
<td>FP3</td>
<td>Goods are distribution mechanisms for service provision</td>
</tr>
<tr>
<td>FP4</td>
<td>Operant resources are the fundamental source of competitive advantage</td>
</tr>
<tr>
<td>FP5</td>
<td>All economies are service economies</td>
</tr>
<tr>
<td>FP6</td>
<td>The customer is always a co-creator of value</td>
</tr>
<tr>
<td>FP7</td>
<td>The enterprise cannot deliver value but only offer value propositions</td>
</tr>
<tr>
<td>FP8</td>
<td>A service-centred view is inherently customer-oriented and relational</td>
</tr>
<tr>
<td>FP9</td>
<td>All economic and social actors are resource integrators</td>
</tr>
<tr>
<td>FP10</td>
<td>Value is always uniquely and phenomenologically determined by the beneficiary</td>
</tr>
</tbody>
</table>

Source: Taken From Vargo and Lusch (2008).
2.3 Goods-Dominant logic and Service-Dominant logic

One of the principle characteristics of S-D logic is the perception and transition from a goods dominant logic to a service dominant logic (Vargo and Lusch, 2004). A goods dominant logic concerns a focus on the product (tangible and intangible form) in which the value is inherently imbued in the output and the actual exchange (more examples table 2). G-D logic is inherently regarded as to “make and sell things” (Vargo et al, 2009). This value-in-exchange perspective was seen as the prime meaning of marketing during 1800 till 1950 (Vargo and Lusch, 2004). S-D logic on the other hand perceives marketing and offerings from a service perspective which implies “the application of specialised competences (knowledge and skills) through deeds, processes and performances for the benefit of another entity or the entity itself” (Vargo and Lusch, 2004, 2008). Knowledge and skills are evaluated as the key denominators in performance and competitive advantages. Importantly, service explained in S-D logic literature does not have a corresponding function as “services” that derive an output such as for instance being a taxi passenger or purchasing a CD from iTunes (Grönroos, 2008; Vargo and Lusch, 2006:45).

Briefly, a G-D logic perspective concerns an output orientation while S-D logic emphasises a process orientation (Vargo and Lusch, 2004, 2008).

S-D Logic posits service is the standard of economic exchange and marketing (FP 1; Vargo and Lusch, 2006:46-55). This consequently infers service is exchanged for service, for instance when a young child is buying a game from a large retailer or a student writes on the Facebook wall of H&M. A form of interaction and knowledge dissemination takes place in respect to the individual and firm. In further explanation of the aspect of service Vargo and Lusch express a conflicting argumentation between the intangible and tangible assets which are referred to as operand resources and operant resource respectively. Operand resources are defined as those “on which an act or operation is performed” and relate to static,
physical resources such as a factory or raw materials. While operant resources relate to “those that act on other resources” and usually encapsulate human aspects such as skills and knowledge but also organizational, informational and relational resources (Hunt, 2004; Madhavaram and Hunt, 2008). S-D logic highlights the transition from operand to operant resources (G-D logic vs. S-D logic) since intangibles are the prime sources of competitive advantages (FP4, Hunt and Morgan, 1995; Vargo and Lusch, 2004). Furthermore, the value of intangible resources can be traced to literature in Economics and Corporate Strategy and illustrates the importance of this emerging trend. The resource-based paradigm for instance, considers competitive advantages as intangible and heterogeneous business assets such as brand image, capabilities and know-how (Barney, 1991; Hunt and Morgan, 1995; Grant, 2010; Madhavaram and Hunt, 2008).

2.4 A service economy and the role of the customer

Vargo and Lusch (2004, 2008) consider that “all economies are service economies” which underlines the increased utilisation of operant resources (FP5). Society and businesses are subject to an increase in the importance of learning and data management due to technological inventions and customers becoming more proactive in search for value. (Vargo and Lusch, 2004; Rust and Thompson, 2006:382). Digitalisation, for example, has caused increased specialisation and a velocity in interaction and information dissemination (Prahalad and Ramaswamy, 2004). Additional information concerning the changing nature of society in search for value can be found in the proactive co-creative consumer section.

The definition of service implies that fostering operant resources potentially generates competitive advantages (Madhavaram and Hunt, 2008). However, this does not imply that tangible products in the form of operand resources are not important. As Vargo and Lusch (2006:45) state: the value “resides with the knowledge and skills necessary to learn about, find, extract, cultivate, invent, manufacture and use the operand resources” (FP2, Grönroos, 2008). Consequently, the product within the sphere of S-D logic is perceived as a facilitator of value (Vargo and Lusch, 2004; FP2).

Since the role of value is transitioning, value in S-D logic practices is identified, determined, measured and identified by the individual (Vargo and Lusch, 2004, FP 10). This FP highlights
value is always individually, uniquely and phenomenologically identified by the customer (FP 10).

In light of the transition to a service economy and the role of the customer, Gummesson (1995:250-251) explained: “[customers] buy offerings (including goods or services) which render services which create value” (FP3, Grönroos, 2008). This infers customers do not purchase products or services for the sake of a purchase but buy goods to support them with a service in their search for value. For instance, the purchase of a car is not merely acknowledged as having and owning a car. It concerns how a car drives, feels and how friends and family perceive, experience and communicate this object. This demonstrates a company does not create value and satisfaction but should rather see the customer in the role of value creator. This physiological aspect of the perception and the utilisation of a product or service within S-D logic is defined as value-in-use (Grönroos, 2008, Vargo and Lusch, 2004). From this perspective, the customer defines and creates the value while the marketer can only offer value propositions (FP7, FP3, Grönroos, 2008; Vargo and Lusch, 2004, 2008).

The transition in value creation from made by a firm to created by the customer inherently alters the role of both parties (Grönroos, 2008; Vargo and Lusch, 2004). The position and impact of the company is reduced and the importance of the customer in search for value is increased (Ballantyne and Varey, 2007).

2.5 Relationship Marketing

In regards to the connection between the customer and the firm, Grönroos (1994) argued that marketing does not concern a static, polarized perspective between the firm and the customer but should rather embody a social and interactive perception. This reveals that marketing does not merely pertain to buying, selling or promotion but should refer to customer retention in the form of a relationship (Berry, 1983; Grönroos, 1994). This highlights that a relationship is a long-term and mutual commitment (Vargo, 2009). S-D logic embraces this perspective by implying “that a service-centered view is inherently relational” (Vargo and Lusch, 2008, FP8). Consider, purchasing the newest smart phone with the latest gadgets and capabilities. The consumption process involves enhanced knowledge generation
from services such as buying apps, music or games or updating social media statuses over a period of time and collectively and inherently translates into the creation of long-term value for the customer. Or for example, a myriad of customers tend to stay loyal to their car brand. This form of value creation infers that a relationship is not considered a choice but is embedded in consumption and value generation (Vargo, 2009; Vargo and Lusch, 2008).

2.6 The proactive co-creative consumer

In relation to a customer orientation, it has also been recognized that society and consumers have significantly changed in behaviour (Cova and Dalli, 2009; Prahalad and Ramaswamy, 2004; Vargo and Lusch, 2004). Customers are no longer passive components in search for value but are active and eager to learn every specific component of particular experiences (Prahalad and Ramaswamy, 2004a). Facebook, Twitter and other technological IT products and services have radically altered the way people communicate and consume. An interlinking web between variables such as IT, knowledge creation, increased competition, globalisation, networking and recognising their impact has served to change the role of the customer within business (Chattopadhyay & Laborie, 2005; Prahalad and Ramaswamy, 2004a; Vargo and Lusch, 2008). This has amplified the connection between the customer and the firm and emphasises the fundamental asset of co-creation of value within S-D logic (Prahalad and Ramaswamy, 2004a). Co-creation relates to collaboration between a customer and an organisation in which mutual value creation is dominant (dissemination of knowledge and skills, Jaworki and Kohli, 2006:109-117; Payne et al, 2008; Vargo and Lusch, 2004; Prahalad & Ramaswamy, 2004b). It connotes a “learning” perspective, from the customer’s viewpoint and from the firm’s perspective (Jaworki and Kohli, 2006:109). It is a process that is determined to achieve mutual satisfaction (Vargo and Lusch, 2004, 2008).

In relation to marketing as a discipline, figure 1 shows the evolution of marketing and highlights firms and society have entered an age where collaboration and “marketing with” is the future road to performance and value creation (Lusch et al, 2007:7; Madden, 2011).
The process of co-creation does not involve observation or targeting passive customers (Prahalad and Gouillart, 2010:6-7). Co-creation delivers a different mindset, which translates to customer engagement, to experience and long-term collaboration. Consider conducting a questionnaire or interview in a search for customer characteristics. Generally, these research methods are not perceived as opportunities to develop mutual value creational processes (Kohli and Jaworski, 2006:110; Prahalad and Gouillart, 2010:6-7). From a firm centric perspective, a questionnaire or interview researches customer wants and needs. Based on the quantitative discoveries, the firm builds or enhances a product or service. A co-creative approach is a continuous mutual learning experience which considers the wants and needs, capabilities and priorities of both parties (Kohli and Jaworski, 2006:111). However, since the customer is the value creator and the firm a facilitator, the accent should be directed towards the customer. The emphasis of a co-creative approach implies that value is jointly shaped, continuous and has a direct impact on the value creation process of the customer (Prahalad and Ramaswamy, 2004a). The above description, illustrates the comparison between a firm centric perspective and customer orientation. A firm perspective reveals that information is one-sided and mainly company and product focused whereas a customer orientation is based on mutual value creation (goods dominant logic and service dominant logic).

S-D logic demonstrates this co-creative perspective as “the customer is always a co-creator of value” (FP6), which represents service and value creation as an embedded interactional process with the customer (Vargo and Lusch, 2008; Vargo et al, 2009). Vargo et al (2009), argue “value creation occurs at the intersection of providers and beneficiaries and is always
determined by the latter”. This also implies value is created prior, during or after consumption by the customer, and emphasises the application of the value-in-use concept (Peñeloza and Venkatesh, 2006; Tynan & McKechnie, 2009; Vargo et al, 2009). The premise thus clarifies a customer is always a co-creator of value through use (FP3, Vargo and Lusch, 2008).

In Vargo and Lusch’s article from 2004, the authors utilised the term co-production and not co-creation. The term was adjusted to co-creation in 2006, since co-production emphasises customers are involved in the actual production of a product or service and thus related to G-D logic (Vargo and Lusch, 2006:43-64; Vargo and Lusch, 2008). However, since customers can in some instances become involved in the actual process of product creation, co-production is currently perceived as a subset of co-creation Vargo and Lusch, 2008, Vargo et al, 2009).

A vital concern in the process of co-creation is the generation of operant resources in the form of knowledge (from a firm perspective). Generally, knowledge from a firm and G-D logic perspective is internally managed. Meaning, the management allocates resources to a particular action and consequently examines and controls it (Bonifacio et al, 2003; Peters et al, 2009). Due to the shift in perspective brought by S-D logic, knowledge is regarded as a social and subjective complexity. From a corporate perspective, knowledge has been defined as “the tangible creations of human intellect which include technical expertise, problem-solving capability, creativity and managerial skills which are embodied in the employees of the organization” (Schegelmilch and Penz, 2002:6). Although the definition has a corporate perspective, it highlights knowledge resides within the cultural context and the mind of the individual. Furthermore it implies knowledge is subjective and not objective (Ballanytne and Varey, 2006; Peters et al, 2009; Chandler and Vargo, 2011). Consequently, firms should no longer pursue internal and objective management strategies but seek for “subjective and contextual intellectual capital” (Peters et al, 2009:351).

2.7 The network concept

These subjective and contextual operant resources are integrated into the premise of “all economic and social actors are resource integrators” (FP9, Vargo and Lusch, 2008). This
Principle assumes that the co-creation of value and individual knowledge is contextual, interrelated and based on multiple actors and not on one single actor (Achrol and Kotler, 1999; Chandler and Vargo, 2011; Epp and Price, 2011; Gummesson, 2006:339-353; Gummesson and Polese, 2009; Libai et al, 2010; Lusch et al, 2008; Merz et al, 2009; Iansiti and Levien, 2004; Vargo, 2008; Vargo and Lusch, 2011). It delineates exchanges are not consumer or firm oriented but rather related to a wider cultural and contextual view in which all actors are connected (Chandler and Vargo, 2011). The word actor implies that consumers have become proactive in search for value. It can be viewed as a novel definition of the word ‘consumer’ (Vargo and Lusch, 2011). These connected actors are inherently relational, as FP8 defines and embedded in a network (Gummesson, 2006:342; Gummesson and Polese; 2009; Vargo, 2009).

Gummesson (2006:346) argues “networks are the basis of life, society, and organizations, and consequently also of management and marketing”. This phrase highlights the utility, importance and emerging enrichment of the network concept. In addition, it infers networks are embedded and a part of consumption and of society (FP9, Gummesson and Polese, 2009).

In figure 2, the network concept is pictured and outlines the process of value creation. The figure also strengthens and shows that the physical product plays a minor part in the creation of value.
The network concept thus treats customers, friends, firms, employees, suppliers as a connected network imbued by cultural and contextual values (Chandler and Vargo, 2011; Gummesson and Polese, 2009). The value-in-use concept as explained earlier where value is generated through the use of a product lacks several vital aspects in regards to the premise of “all economic and social actors are resource integrators” and value is uniquely determined by the customer (FP9 and FP10, Vargo, Maglio, Akaka, 2009). Furthermore, the term corresponds with G-D logic since it expresses “value in terms of functional benefits, rather than a phenomenological interpretation by the customer” and other actors (Vargo et al, 2009; Vargo, Maglio and Akaka, 2009). Vargo, Maglio and Akaka (2009) therefore extended the term value-in-use to value-in-context which acknowledges the cultural, phenomenological and resource integrating value of an actor (FP9 and FP10). Consider the purchase of a house; the old goods dominant perspective only perceives the actual exchange. The value-in-use (term) concept mainly focuses on the benefits in terms of the utilisation of the house. The value-in-context integrates other actors and variables into the equation such as linking furniture, garden, electronic firms and also connects with individual and social needs such as organising a dinner or working at home. The perspective of value-in-context in regards to value-in-use evolves by integrating “all economic and social actors are resource integrators” and value is uniquely determined by the customer” (FP9 and FP10,
Vargo and Lusch, 2004; 2008; Vargo, Maglio, Akaka, 2009). Since value-in-context is a novel addition and not thoroughly reviewed, this research will utilise value-in-use.

Chandler and Vargo (2011) define a context as “a set of unique actors with unique reciprocal links among them”. Furthermore, these authors acknowledge a context is “heterogeneous and distinctive in nature” which is in line with the premise that value is uniquely determined by the customer (FP10).

To illuminate context, Chandler and Vargo (2011) proposed three distinctive interpretations. Micro, Meso and Macro (figure 3) and form the basis of cultural operant resource dissemination among actors. Micro entails communication between single actors, for instance sending a private email to a person. Meso explains an “indirect service for service exchange”. Consider three variables: A, B and C. The indirect exchange puts variable B in the centre and serves A and C. A and C are indirectly connected and do not directly exchange. Macro is a complex network system that unifies and connects actors in which operant resources are co-created and disseminated (Chandler and Vargo, 2011).

Chandler and Vargo (2011) furthermore outline the principle of when different macro networks collide and integrate operant resources. This dominant concept named meta-context introduces the factors of time and replication and becomes unified with the different levels of context such as micro, meso and macro. Time and replication are tied since actors develop a sense of learning from constantly changing context and enhance capabilities over time (Barney, 1991). When this “complex multi-dimensional” concept institutionalizes, it generates a social operant service ecosystem. This ecological concept is defined as “a spontaneous sensing and responding spatial and temporal structure of largely
loosely coupled value proposing social and economic actors through institutions and technology” (Chandler and Vargo, 2011). This illuminates the concept of co-creation by noticing the value of distinct networks and relating it to the individual actor.

Having explained the concept of networking the following paragraph will scrutinize and deepen how actors from these layers derive individual and social meaning from consumption. This is important to understand since it provides both an integrating role to the value-in-context (cultural environment) and co-creation.

2.8 Social construction

In scrutiny of S-D logic, academics have commenced exploring the social realm of consumption. The understanding of social construction patterns is a vital process in the enrichment of S-D logic since it discovers how value is created on a contextual, social and individual basis. This paragraph will commence with an explanation regarding the meaning of consumption and continue by touching and clarifying post modernity, self-concept, branding and brand communities. The underlying focus of this paragraph will however point to contextual, social values and S-D logic.

In order to comprehend the social world it is important to observe “how actors on a societal, group and individual level create, realise, and reproduce social situations and structures”. These aspects of social construction are perceived as the “threads” that translate to social reality and thus the behaviour of individuals (Edvardsson et al, 2011). Social construction considers humans to naturally evolve by learning, adapting and deriving choice models (Peñaloza and Venkatesh, 2006). It connotes Consumer Culture Theory in which consumer actions in the process of knowledge creation and deriving meaning, the marketing place and cultural variables such as language, religion and family are vital (Arnould and Thompson, 2005; Peñaloza and Mish, 2011). It expresses the connections how consumers live, make decisions based on symbolic, cultural meaning and the market place. The perspective of perceiving actors as resource integrators (FP9) is thus essential since it bridges the threads into a collective understanding of operant resources.
The evolution of consumer behaviour is connected to the previously explained linking web of societal changes such as in technology, increased competition and information dissemination (e.g. media). This consequently infers society is becoming increasingly fragmented and corresponds with the increased usage of specialisation and operant resources as explained in FP5 (Cova, 1996; Firat et al, 1995; Goulding, 2003; Simmons, 2008). In this so-called post-modern society, consumers have developed a need to be personally recognised and admired (Simmons, 2008). However, consumers also have an inherent desire for communal affiliation through particular networks (brand communities, interest groups; Cova and Pace, 2006; Muñiz and Schau, 2005; Simmons, 2008). This polarised and conflicting aspect within post modernity is characterised by symbolism and hyper reality (Cova, 1996). The latter concerns the application of an imaginary force by bringing a perception to life (Cova, 1996). Academics have acknowledged that “products are not merely purchased for their utilitarian function but also for what they mean” (Levy, 1959). This implies that consumption and possessions mirrors and constructs an individual’s self identify (Berger and Heath; 2007; Escalas and Bettman, 2005; McCracken, 1986). Consider, the advertisements in a magazine promoting designer clothes. Often the product is depicted in an intriguing, influencing way to lure and influence the imagination of a (potential) customer into a desired role of identity. Or Internet games such as World of Warcraft are filled with options to customise characters and actual behaviour that encapsulate images of ‘illusions’ (Chernev et al, 2011). This conflict is further explained in the consumer behaviour literature in which this identity development is known as the self-concept. The expression and communication of a person’s image is a vital aspect in the psychological aspect of approval seeking and identity building.

Elliot (1998) explained the links between the need of communal affiliation and the search for identity: “The development of individual self-identity is inseparable from the parallel development of collective social identity and self identity must be validated through social interaction”. This infers that individuals create self images through an interlinking complex realm of individual psychological needs that needs acceptance and appreciation from other direct or indirect individuals.
Within society there seems to be a transition from the identity seeking independent individual towards the highly social and communicative individual who aspires to generate likeable and/or desirable characteristics that translate to approval seeking (Afty and Elliot, 2001; Simmons, 2008). This is being enhanced by the introduction of new high tech devices, digitalisation and social media, and allows an individual to “show off”, thereby generating a positive feeling in the form of operant resources (Afty and Elliott, 2001; Firat, 1992).

A fundamental aspect of the social world concerns emotion. This often individual element is expressive in nature and contextualised by the cultural surroundings of a person (Elliot, 1998). Due to fragmentation in society and cultural differences, unique and distinct emotions arise that are complex for firms and customers to mutually agree upon. In other words, the context provides the platform for social and emotional behaviour that can lead to value-in-context (Elliot, 1998).

Another essential facet in reference to consumer behavioural aspects relates to the types of value creation. As previously explained, value creation is uniquely established (FP10) by the individual and dynamic and relative in nature. The scholars Smith and Colgate (2007) contend value can appear in the form of functional/instrumental value, experiential/hedonic, symbolic/expres- sive and cost/sacrifice. In light of co-creation and the importance of symbolism in this research, an updated model of Tynan et al (2010), is utilised which incorporates utilitarian, experiential/hedonic, symbolic/expres- sive (division between outer-directed and self-directed symbolic interaction) and cost/sacrifice value creational processes (more information see table 3). Although the framework is intended for luxurious goods, the table is significantly more up-to-date concerning current marketing literature and therefore more appropriate. In concern to the aspirations of this research, the references from table 3 have been removed.
A person’s self-image and social status is correlated to images of consumption behaviour and in most cases a brand (Belk, 1988; Berger and Heath, 2007). In the next paragraph the role of the brand as a social variable is analysed in relation to the self-concept and S-D logic.

### 2.9 Brand and Branding

A brand is regarded as the most essential asset of a firm and provides customers a sense of direction, differentiation and recognition (Chernev et al, 2011; Keller, 2007b; Madden et al, 2006; Merz et al, 2009). Furthermore, branding in the form of operant resources potentially provides value and knowledge such as loyalty, awareness, symbolism, quality and associations (Aaker, 1996). Customers generate a sense of affection due to a match between a brand and individual personalities. In reflection, Aaker (1997) argues a brand can be perceived as an interactional human being with personality characteristics. This points the noteworthy argument of the importance of service employees in the creation of brand images and value. Research has shown that the human connection with employees relatively outweighs the importance of a product (output orientation) (Berry, 2000; Merz et al, 2009). A brand is thus an active, social asset constructed in the mind that mirrors people’s perceptions and contextual consumption and interactions (Fournier, 1998; Varey and Aitken, 2007).
In light of the self-concept, brand consumption can imply an association to a particular community and can consequently lead to acceptance (Chernev et al, 2011; Escalas and Bettman, 2005). In addition, a brand can reveal aspects of a person’s self-image to an environment that may herald inner positive feelings. And it can also serve on an individual dimension by not communicating consumption to a cultural environment but merely to the person.

Research from 5 experiments with 102 participants (deductive research) by Chernev and colleagues (2011) revealed self-expressive brands (e.g. Apple, Starbucks, and NIKE) can become entangled in psychological competition for self-expression between brands from diverse markets. Consider customers who purchase the Lynx (AXE in Europe) brand on a regular basis, the research confirmed that customers perceive a mental framework of self-expressive brands and are thus mentally comparing Lynx with brands from unrelated fields such as Apple, Burberry and McDonalds (“identity saturation”, Chernev et al, 2011:68). Furthermore, the authors highlight self-expressive brands as a life style positioning strategy which in turn reflects value-in-context and novel S-D logic literature.

In reference to S-D logic, consumption, interaction and co-creation is inherently relational, implying that the link between the customer and firm is equal and mutual (Vargo and Lusch, 2006; Vargo and Lusch, 2008). Furthermore all social and economic actors are resource integrators and based on linking, relational and contextual information dissemination. In regards to this study, a closer view on social, contextual brand networks and reference groups will be taken to capture a holistic view of social brand consumption.

2.10 Brand communities
The foundations of brand community are explained in the paper of Muñiz and O’Guinn (2001) with a thorough analysis of a neighbourhood and its brand usages and attributes through interviews and netnography. The article argues that there is an intrinsic “collective sense of difference from others not in the community” guided by “shared rituals and traditions”. Moreover individuals perceive a notion of “duty and obligation” which develops a nexus to shared coherence.
Within brand communities, the social involvement concerning specialty goods purchases is more extensive than convenience goods (Cova and Pace, 2006). The sense of having a stronger emotional connection or relationship is generally higher with specialty goods in comparison to convenience goods. This relates to the “identity saturation” for expressive brands and has to be taken into consideration when researching customers and corporate value adding strategies (Chernev et al, 2011:68).

Research has shown that brand communities enhance long-term value, customer retention, a decline in brand switching and facilitate the co-creative aspect of feedback (knowledge in the form of operant resources) (Belk and Tumbat, 2005; McAlexander et al, 2002; Muñiz and O’Guinn, 2001; Peters et al, 2009; Schau et al, 2009). Attracting new customers with the use of brand communities has however not revealed a corresponding outcome (Algesheimer et al, 2006). Research papers concerning the advent and mass utilisation of the internet stress the importance of a co-creative, self-expressive communication platform, for example in the form of a blog or personal page (Cova and Pace, 2006; Jang, 2008; Szmigin and Reppel, 2004). Studies have underlined that customers with a “sense of control” and empowerment derive highly successful results (Cova and Pace, 2006; Fuchs et al, 2010). Research from Coca Cola on Facebook’s “like” button revealed that ‘fans’ are twice as likely to consume and ten times as likely to buy Coca-Cola products (Costa, 2011). Furthermore, Carlson Marketing calculated that fans on average spent $71 more in comparison to non-fans in the fast moving consumer goods market (Sage, 2011). Research of how for instance friends and family perceive and act on pressing a “like” button is vital in the generation of individual and social values. Furthermore, firms are increasingly trying to influence customers in online and consequently offline environments which is related to the emerging marketing concept of game mechanisms (“gamification”: e.g. point system, prices, Kozinets et al, 2010; Priebsch, 2010; Schell, 2010).

2.11 Customer-to-customer interaction
In light of a customer orientation and resource integration (FP9), where value is generated through use and context, the aspect of language between customers in the form of customer-to-customer (C2C) is important since it significantly correlates with value creation and co-creation (Baron and Harris, 2010; Chandler and Vargo, 2011). C2C interactions do not
merely explain direct interactions between actors (e.g. micro level) but captures a wide
effect of language and operant resources provided by and between all customers in a direct
and indirect vicinity (Libai et al, 2010). C2C in the form of word of mouth is becoming
increasingly important due to the fragmentation in the market, the stronger position of a
customer as a creator of value in comparison to a firm and the diminishing utility of common
media channels such as television and radio (de Matos & Rossi, 2008; Trusov et al, 2009).

The enhancing value of C2C interactions can be characterised by the increased initiation and
utilisation of social media platforms (Libai et al, 2010). Consider Twitter and the value of
micro blogging concerning brand and consumption attitudes and behaviours, or the
popularity of the ‘like’ buttons. In regards to S-D logic, C2C significantly impacts co-creation
since all customers are co-creators of value (FP6). The development of learning in the form
of operant resources is essential to C2C since it can translate into imitation behaviour and
“collective action” (Choi et al, 2010; Libai et al, 2010). This in turn, can affect a person’s self-
identify and social-identity (Epp and Price, 2011). Furthermore, relationships are embedded
in interaction and consumption (FP8) which fosters the emergent importance of
understanding C2C operant resources.

In light of this dissertation, the complexities and differences between on-and offline
platforms depicts an important sphere within C2C value creation. Research suggests,
although limited, that offline mechanisms in terms of value creation and consumption are
more effective (Libai et al, 2010; Keller, 2007; Trusov et al, 2009). The roles of brand and
consumption experiences (sensory, affective, intellectual and behavioural) are vital for firms
to comprehend to consequently commit to a successful mutual relationship and assist in
value creation (Baron and Harris, 2010; Brakus et al, 2009; van Doorn et al, 2010).

Studies on C2C have also shed light on the idea that customers generate higher value
propositions from C2C interactions than from general B2C communications (Davies et al,
1999; Libai et al, 2011). This infers that customers prefer and rather tend to listen, trust,
read, and learn from other customer in their direct or indirect environment.
In relation to the context of C2C, Libai and colleagues argue (2010) customer characteristics, product characteristics, channel characteristics, relational characteristics (e.g. offline, online, time, social distance) and market characteristics are involved in the process of C2C development. In light of this study, these are important variables to consider and potentially enrich the co-creation literature.

2.12 Summary

This chapter has provided insights into fundamental characteristics of Service Dominant Logic. It has addressed the emerging importance of service, operant resources, and the co-creation of value. This form of collaboration identifies the customers as the value creator and the organisation as the facilitator. Customers have evidently changed in behaviour and how value is created individually and phenomenologically. In regards with the aim of this study to facilitate the understanding of customer value creation, the literature review examined aspects of the network concept, consumer and post modern behaviours and C2C relations.
3. Methodology

The methodology chapter will outline and provide details concerning the research processes applied in this study (Silverman, 2005:302-309). The procedure of conducting research has to be characterised by a thorough, efficient and logical sequence of strategies and frameworks in order to gather appropriate data (Gephart, 2004). Consequently, an applicable and matching research design fosters the quality, rigour and justification of answers provided to research questions (Malhorta, 2007:79).

This chapter begins with a description of the research aim, followed by an explanation of the research design used. It will explain why a qualitative, interpretive research design has been chosen. The methodology will then detail the research strategy behind the case study, and then outline the research method applied. After, the research questions will be explained and scrutinized and linked with the literature review. In the final part of the methodology, a description of Chatsworth is given to enhance the understanding and relationship between the research and the research platform.

Table 4 expresses the methodological techniques that were used during the research process and will be highlighted in this chapter.

<table>
<thead>
<tr>
<th>Research Process</th>
<th>Qualitative Research</th>
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<tbody>
<tr>
<td>Interpretive - Exploratory - Conceptual</td>
<td>Case Study</td>
</tr>
<tr>
<td>(Semi-structured) interviews - narrative</td>
<td>Interpretation</td>
</tr>
</tbody>
</table>
3.1 Research aim

The aim of this study is to facilitate and contribute to the understanding of personal and social value co-creation in a contextual environment. Fundamentally, new research should picture and highlight research that causes a different way of thinking (Bansal and Korley, 2011). Furthermore, it should inspire academia to embrace “an intellectual conversation” (Bansal & Korley, 2011:235). Within S-D logic, academic papers have begun integrating social and contextual characteristics, although the perceptions and conditions are still underdeveloped (Baron & Harris, 2010). This research gap provides (Chatsworth) opportunities to enhance the understanding of co-creation, resource integration, C2C communication, and individual and social customer-orientated value creation to consequently strengthen the conceptualisation and generalisation of S-D logic. The research question paragraph will present additional information regarding the gaps and possible research insights.

3.2 Qualitative Research Design

A research design is a fundamental and pivotal part of practising research. It connects “causal connections between variables”, it generalises specific research to a wider audience, and it provides understanding of meaning and action in a social environment (Bryman, 2004:27).

In regards to this study, a deductive qualitative (conceptual) research design is applied (Malhotra, 2007:79). S-D logic in its current and conceptual state is still underdeveloped and therefore not (yet) applicable to quantitative research methods. Also, the strength of intangibles and the considerable time span required to identify and apply quantitative methods and approaches are unrealistic for a dissertation time frame of 3 months. The next paragraph displays characteristics of qualitative research and the advantages of qualitative in comparison to quantitative research.

3.3 Qualitative research versus quantitative research

Qualitative research provides an understanding of human behaviour and perception. It concerns how people communicate naturally and posits particular emphasis on context and interpretation (Bluhm, et al, 2011; Cooper, 2008:185-187; Gephart, 2004; Gummeson, 2005;
Stake, 2010:11). It generally answers “how questions” (Pratt, 2009:856). In addition, qualitative research penetrates the underlying meaning of texts, both words and written language (Alvesson & Kärreman, 2000; Philips et al, 2004). Focus on language has increased in research development since it provides a clearer understanding of, for instance, cultures, organisations, and communities. “Language represents reality”, as Alvesson and Kärreman (2000:137) highlight. Qualitative research consists of a range of methodologies, such as case studies, (auto) ethnography, discourse analysis, grounded theory, and interviews (Gephart, 2004; Gummeson, 2005). The appropriate research methods in this study will be further explained in the research strategy part of this methodology.

The opposite of the qualitative spectrum is quantitative research. Whereas qualitative research manages words and natural occurring data, quantitative research relies on numbers and scientific meaning, for example through the use of questionnaires. Instead of focusing on “how”, quantitative research refers to “how many” (Pratt, 2009:856). In academia, conflicts between these ideologies have arisen. Quantitative researchers argue that qualitative research is undesirable since it relies on personal interpretation, it is not based on an accepted template, and it is speculative and not based on facts (Gephart, 2004; Gummeson, 2006; Pratt; 2009; Weber, 2004). However, the generation of new theories has come from the perspective of qualitative research, whilst they have been tested through quantitative research (Gummeson, 2005). Furthermore, Gummeson states: “All quantitative analysis is founded on qualitative and subjective assumptions” (2006:168). This author takes it a step further and implies qualitative research is inferior to quantitative research in management research. He considers that quantitative research has an “inability to handle complexity” and is fragmented, for example when working with questionnaires and structured interview questions (Deshpande, 1983; Gummeson, 2006:171). The researcher will only get a rough idea of the situation and will not be able to scrutinize and create a holistic perspective. Qualitative research therefore generates novel and thorough insights of circumstances in management research.

3.4 Interpretive research
Qualitative research methodologies can be classified into three distinct categories: a positivistic, an interpretive, and a critical postmodernism perspective (Gephart, 2004). These
perspectives shape the foundations of qualitative research. This study will adopt an interpretive and relativist perspective which “uncovers, describes, and theoretically interprets actual meanings that people use in real settings” (Gephart, 2004:455). It furthermore states that all social and economic actors are resource integrators for learning (Vargo and Lusch, 2004). This method will enlighten the study since the purpose of the research is to understand a subjective meaning of reality and to derive novel insights on variables embedded in S-D logic (Gephart, 2004; Malhorta, 2007:81). A positivistic method is not applicable due to the scientific and objective realist perspective of this method. A critical postmodernism stance provides an historical and reflexive perspective on behaviour and meaning and is utilised in cases such as emancipation.

3.5 Research Strategy

In relation to research strategy, the case study method is adopted. This strategy uses a particular case (Chatsworth) as a subject to provide explanation and meaning to a theoretical concept (Gummesson, 2008:38-40; Hartley, 2004:323; Stake, 2000:435-454). Gummesson (2008:38-40) defines case study as: seeking “to engage with and report the complexity of social activity in order to represent the meanings that individual social actors bring to those settings and manufacture them”. It captures and scrutinises social reality and suits the objective to discover psychological value creation and symbolism (Gummesson, 2006:38-40). In this study, Chatsworth is used as a platform that provides illustrations and insights to enhance understanding. In addition, case studies are most frequently used when theories are emerging, dynamic and ambiguous, and thus suitable to the development of S-D logic (Gummesson, 2006:38-40).

A concern in reference to case study is the implication of generalisation, reliability and credibility (Gummesson, 2008:38-40; Stake, 2000:435-454). To enhance the process of generalisation, a sufficient amount of sampling, information gathering, and specific boundaries (research questions; aim of the research) have to be applied to acquire adequate data. In regards to Chatsworth (the context), the enriching information is exploratory and reveals paths for future research. Hartly (2004:331) claims a case study strategy “is about theoretical propositions [and] not about populations“. The context of Chatsworth is thus
essential in the formation of value creation and has to be taken into consideration when applying concepts from this study.

3.6 Research Method

In qualitative research a variety of methods exist to help derive matching findings. Table 5 lists the most frequently applied qualitative research methods (Denzin and Lincoln, 2000:20). In regards to this study, the interview method will act as the prime research process due to the previous explained nature of S-D logic and the rich amount of interpretive data that can be obtained from Chatsworth’s staff and visitors. Interviews help to perceive the point of view of the interviewee and comprehend the actions and behaviour that have led to a particular perspective or action (Bryman, 2004:319-320; King, 2004:11). The interviews form the basis of qualitative input, however further intelligence has been gathered via other numerous techniques such as ethnography, online websites (netnographic) and archival data to encapsulate a dimension of triangulation and credibility (Wolfram-Cox, 2008:222). Triangulation concerns the application of multiple research methods which enhances validity and reliability (Wolfram-Cox, 2008:222).

In regards to the nature of the dissertation, the sample size consisted of 13 interviews and has been conducted with employees and visitors to capture a diverse and holistic perspective. The employees consisted of the Head of Marketing, Head of Services, Internet Manager, the Head of House Trust, the Head of the Farmyard and the Head of Garden and Park.

The interviews were conducted in a semi-structured format which implies a number of questions were made prior the process and further follow-up questions were asked based on the responses (Bryman, 2004:321). This flexibility provided opportunities to develop in-depth and exhaustive answers. Consider a participant, who is highly involved in online communication or blog writing to a participant who merely enjoys visiting Chatsworth. The
apparent difference raises diverse topics of interest to the participant that are of concern to answer the question.

In regards to the process of semi-structured interviews, a narrative approach has been applied to capture and access a visitor’s or staff member’s past experiences and perspectives (Humphreys and Brown, 2002; Rhodes and Brown, 2005). Academic literature depicts that often a person reads and perceives an action or personal situation as a story (Humphreys and Brown, 2002). In other words, a participant pictures and reminds experiences as narratives. Furthermore, corporations and cultural networks are socially constructed; language and individual perceptions are essential to answer research questions in a rich and meaningful way (Alvesson and Karreman, 2000). Stories can thus greatly aid marketing and corporations with novel and interesting insights.

The interview questions that were utilised to gather data were closely related to the research questions that are written in the next section. In addition, questions were adjusted according to the situation and the participant. For instance the Head of Marketing received a different set of questions (more marketing related questions) in comparison to the Head of Garden and Park. Customers were given more open structured questions. The questions can be found in Appendix 6. -

In further reference to validity and credibility and the application of objectivity, reflexivity theory is taken into account (Appendix 17, Anderson, 2008:183-185; Bansal and Corley, 2011). It recognises the role of the researcher when performing interviews in this study. As a 24 year old researcher, the own perception of emotions and interpretation has to be taken into consideration when translating data to theoretical output (Anderson, 2008:183-185). In other words, the findings have to be interpreted in a neutral and epistemological perspective that facilitates the decline in personal emotional thought processes.

3.7 Research Questions
The research questions are presented in Table 6 and will be explained in this part of the chapter.
1. To identify the role of co-creation in the context of customer resource integration and participation in C2C interactions.

The Literature Review highlighted the utility and emergent principle of co-creation of value within S-D logic through developing and shaping mutual value creation on a contextual and cultural dimension. In addition, the literature stressed the aspect of the network concept, the linking element of “all social and economic actors are resource integrators” and C2C interactions. Within the literature of S-D logic, there is a significant gap in the form of consumer behavioural understandings and customer oriented insights (C2C, value-in-use). How customers communicate between brands and how customers utilise decisions from other people to make (symbolic) purchases or act has been relatively unexplored in S-D logic literature. In other words (from a customer perspective), what does co-creation through use means for a customer when considering C2C interactions and resource integration.

This enriches marketing by identifying, comprehending and conceptualising value creation patterns in light of these marketing concepts. This customer perspective is essential for the reason that customers are value creators and firms merely act as facilitators of value.

2. To identify the triggers that encourage consumers, both individually and collectively, to use, integrate and develop operant resources.

<table>
<thead>
<tr>
<th>Research Questions:</th>
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<tbody>
<tr>
<td>1. To identify the role of co-creation in the context of customer resource integration and participation in C2C interactions.</td>
</tr>
<tr>
<td>2. To identify the triggers that encourage consumers, both individually and collectively, to use, integrate and develop operant resources.</td>
</tr>
<tr>
<td>3. To explore the relationship between and within networks when co-creating value?</td>
</tr>
</tbody>
</table>
This question is closely connected to the previous question in which co-creation in a value-in-use approach will be identified. This follow-up question will discover which variables are of concern in the process of generating operant resources. Furthermore, the polarised postmodern view of individuality and collectivism will act as an aid and be scrutinised to gather enriching knowledge about how customers in their cultural environment utilise these psychological aspects. In reference to co-creation, these perspectives on collective and individual values have yet to be fully comprehended. Consider the question why a customer purchases luxury products in light of resource integration. A function of a person’s image could, for instance, reveal outer-directed (Tynan et al, 2010) types of social value creation. This question thus seeks to explore variables that involve the integration of resources on an individual and collective basis.

3. To explore the relationship between and within networks when co-creating value?

This question will provide details to enrich the network based concept in relation to how a customer perceives a network in a cultural and contextual environment. It will, thus, outline what a network consists of with regards to a customer oriented perspective (Chandler and Vargo, 2011). How do micro, mesa, and macro levels (Chandler and Vargo) integrate into the perspective of a practical application of the network concept and what relates to co-creation. In addition, it will examine the relation between networks and how this can help enhance the understanding of actors.

3.8 Chatsworth

Chatsworth is a famous and well known country house in the United Kingdom, where the Duke and Duchess of Devonshire reside. From the year 1549, Chatsworth has acted as the house of the Cavendish family and played a significant part in British history. The estate (14,000 acres), surrounded by carefully maintained grass and woodland is open to visitors who can gain entry to the land house, a large garden (100 acres), a farmyard, a farm shop, walking trails, restaurants and boutiques. In addition, Chatsworth incorporates and organises large events and exhibitions, seasonal activities and charity raising initiatives.
In 2010, the organisation (550 employees), welcomed 716,000 visitors, was the fastest growing visitor attraction in the UK, generated 1.2 million website hits, and had several thousands of families depending on a salary directly related to Chatsworth (Chatsworth, 2011, more general information about Chatsworth: Appendix 15). Chatsworth also established a charity (Chatsworth House Trust) to prevent future capital taxation to maintain the upkeep of the estate and provide the customer an opportunity to enjoy this settlement for the next generations. Chatsworth also won a myriad of awards such as a Golden Award for Excellence in 2011 in the 'Large Visitor Attraction' category organised by Visit England, the national tourism body. The estate also became more popular and well recognised after providing the setting for films as Pride and Prejudice, The Duchess (Keira Knightley), and the Wolfman (Anthony Hopkins).

In recent years, Chatsworth drastically developed its marketing strategies, indicating a focus on brand values and customer engagement. This change occurred since in 2006-2007 - research conducted by an external agency emphasised that Chatsworth was known as a quiet brand by the general public (Appendix 3:101). The Head of Services added the argument of the general perception of land houses:

“I think country houses have this sort of country image in general perception of dusty and fusty, old and nothing to engage with. “You see them once, you have seen them all”. And that is something we are trying to get away from, and it is a really hard thing to do, a challenge”.

In relation to this outcome of the study and the general understanding of land houses, the management decided to alter the role of marketing within the organisation. The new brand features that were established accommodate the aspects of “warm, welcome, family, engaging experience, boundary pushing, worth it, in terms of value for money” and a “voyage of discovery for everyone”, as the Marketing Manager claimed (Table 8). Chatsworth is a luxurious brand; however, as can be seen in table 7, 8 and 9 and a photo in appendix 16, Chatsworth does not want to be perceived and recognised as passive, quiet or to be exclusive to certain visitors.
Table 7: Chatsworth’s brand values

<table>
<thead>
<tr>
<th>Our Values</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Boundary pushing</td>
<td>Daring to be different, experimental, fresh.</td>
</tr>
<tr>
<td>Warmth</td>
<td>No exclusions or preconceptions, just a warm welcoming experience</td>
</tr>
<tr>
<td>Worth it every time</td>
<td>everywhere.</td>
</tr>
<tr>
<td>Family</td>
<td>Every visit (long or short) and every purchase (big or small) is</td>
</tr>
<tr>
<td></td>
<td>worth the money you pay and the time you spend.</td>
</tr>
<tr>
<td>Sharing</td>
<td>A living family home though the centuries, where families are</td>
</tr>
<tr>
<td></td>
<td>welcomed wholeheartedly.</td>
</tr>
<tr>
<td></td>
<td>Engaging people by sharing the richness and diversity of what we</td>
</tr>
<tr>
<td></td>
<td>have now and what has happened in the past.</td>
</tr>
</tbody>
</table>

Table 8: Chatsworth’s brand positioning

<table>
<thead>
<tr>
<th>Brand Positioning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through its family’s timeless love of innovation in landscaping, architecture and art and the joy of sharing in new and exciting ways, every visit to Chatsworth is a wonderful revelation and no two visits are ever the same. Chatsworth is a voyage of discovery for everyone, every time.</td>
</tr>
</tbody>
</table>

Table 9: Additional Chatsworth values

<table>
<thead>
<tr>
<th>Chatsworth is...</th>
<th>NOT</th>
<th>BUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal</td>
<td>Informal (smart casual)</td>
<td></td>
</tr>
<tr>
<td>Privileged</td>
<td>A privilege</td>
<td></td>
</tr>
<tr>
<td>A house</td>
<td>Homely</td>
<td></td>
</tr>
<tr>
<td>Corporate</td>
<td>Personal</td>
<td></td>
</tr>
</tbody>
</table>

In line with the engagement approach Chatsworth has taken, the brand introduced hobby events such as gardening, textile, beer brewing and flower workshops. Chatsworth expanded its offerings by closely listening and co-creating with visitors. These workshops provide a platform of dialogue and facilitate mutual learning and value creation. In addition, Behind the Scenes Days are organised for visitors who enjoy a pro-active and unique tour of the estate with the aim to teach something new to the customer and expand the experiences and consequently Word-of-Mouth (WOM) interactions.

These marketing strategies imbue the brand with a co-creative touch and imply a customer orientation where communication, accessibility, and long-term mutual value creation is acknowledged. From a marketing perspective, there are many C2C dynamics taking place, for instance, in the form of offline (brand) communities such as a group of close friends who enjoy gardening, but also digitally in the form of interest groups concerning art and
sculptures. The Marketing Manager highlighted that 40% of the guests visit Chatsworth based on WOM referrals (Appendix: 3:96).

The researcher was invited to attend a Keeping Chickens Day and a Behind the Scenes Day. Unfortunately, during the event, the researcher was not allowed to interfere or ask questions, in light of the high quality standard and the experience of the visitors. However, observations and interpretations were collected and can be found in Appendix 7-8.

Chatsworth also established a loyalty scheme named “Friends of Chatsworth” in 2001. The scheme does not merely allow visitors to have free access to the estate, but also provides members with access to exclusive events, such as parties, prior scheduled exhibitions, or specific tours, to generate a perception of exclusivity and offer extra insights regarding a specific event. Members also receive several tangible presents and have access to purchase items and tickets before the general visitor. The Friend of House manager added:

“We have got a huge friends membership scheme [8000 members] and you can almost assume, when you start talking to a visitor, 9 times out of 10 you can tell whether they are a friend straight away, because the sense of ownership what they feel, and their passion for the place, it comes across so strongly. They are so important to us, they are the champions.”

Chatsworth thus delivers a wide range of activities and experiences. In the next chapter, the findings of the research will be revealed.
4. Findings and Analysis

This chapter will explain the findings of this study which has been conducted at the estate of Chatsworth. The methodological gathering processes of staff member and customer interviews, ethnographic, netnographic, and archival data have provided insights that will be revealed and explored in this section of the report, in contrast with the philosophy of the research.

To minimise confusion between concepts, this chapter has been divided into separate theory-related sections since examples provided in this chapter can be analysed from multiple directions. Notably, the discussion of the findings will be covered in the following chapter.

Firstly, this chapter will demonstrate the practical application of S-D logic in relation to the meaning for customers to engage with Chatsworth. This is crucial to show evidence and to provide an adequate justification for future arguments and conclusions. Secondly, the role of co-creation and customer engagement at Chatsworth is examined. Thirdly, the aspect of resource integration is explained in relation to value creation and the development of operant resources. Fourthly, C2C interaction is described, scrutinising the role of the customer; and fifthly, the dynamic nature of a brand community is explored.

4.1 Service

S-D logic explains that service is exchanged for service (“the application of specialised competences (knowledge and skills) through deeds, processes and performances for the benefit of another entity or the entity itself”, Vargo and Lusch, 2004, 2008). In reference to service, the land house of Chatsworth in this study is recognised as a static building in the form of an operand resource.

From interviews with participants, it was explained that when a customer visits the house of Chatsworth, staff members are present in almost every room providing customers with engagement and social experiences (See Appendix: 2, 7, 8). This observation of dialogues
could relate to art related objects in a room, to the history of the estate, or the Duke and Duchess. This implies that knowledge is constantly and mutually being disseminated (FP1, FP6). Customers visit Chatsworth for a day out, and generally have an interest to learn and experience related subjects such as history, nature, or art. Employees, to that end, provide assistance that triggers customer value creation, whereas Chatsworth receives knowledge on the basis of how a customer acts, what he or she is interested in, etcetera (“subjective and intellectual capital”, Peters et al, 2009:351).

Customers also underlined (see Appendix 2, 7, 8 for transcripts) that during tours through the house or when visiting the farm shop, employees are always in the vicinity and provide a social experience and connection that is inviting and friendly. According to the Head House Keeper and Visitor Service Manager, staff members are aware that asking questions such as “are you alright” and “did you have a good day”, and other accommodating matters that translate and reflect a positive experience, successfully derive value (Appendix: 2, 7, 8). This implies that, at Chatsworth, social interaction with employees is a prime force in the generation of perceptions and intangible resources (e.g. brand values).

Co-creation

“Marketing With: To collaborate with customers and partners to produce and sustain value” has been thoroughly explained in the literature review (Lusch et al,2007:7).

To facilitate engagement, Chatsworth organises Behind the Scenes Days and hobby events (introduced in the Methodology), such as Keeping Chickens, Farmers Day, Brewery Days, Textile Days, Flower and Gardening days and have been extremely popular. These are proactive, hands-on, practical learning activities where customers learn about a specific area of interest. Customers thus gain and develop specialised abilities about a particular field (FP5). According to the managers at Chatsworth, these workshops have been extremely successful due to the need for customers to be involved with a brand. The Head of the Farmyard elaborated:

“There is a hunger for people to be involved [and] we provide, I would say, mainly a family day out but there are people that come here who have a hunger for knowledge in a specific
area and that is obvious by the daily conversations that visitors have with my staff and myself.”

It can be noted from “the daily conversations that visitors have with my staff and myself” (FP1, same customer engagement idea as in the Chatsworth’s house) that customers have a demand for social involvement and rare knowledge and skills generation. This also underlines that customers are keen on being in dialogue and co-creating (to experience) value with employees (Prahalad & Ramaswamy, 2004a).

To further illustrate co-creation, a customer (male, 60) from the Behind the Scenes Day (see appendix 7 for a full description of the event) explained his relation to Chatsworth:

“The more you get to know about this place, to more you get to know what huge part this has played in English history, even politics and all those sorts of things, it is amazing.”

“I did the Behind the Scenes Tour last year but even so, they were both very good because you learn something each time. Each guide speaks different and they have got their own take on working and living at this place, it is interesting from that point of view.”

The example explains that “each guide” explains topics differently, which emphasises a customised and individual form of dialogue and co-creation. This factor evidently enhanced the association between this customer and the organisation (FP8). It also highlights that value is uniquely and phenomenologically identified (FP10), and emphasises learning and involvement with the operand resource (FP3, the use of Chatsworth to create value) since the first two quotes express his interest in history and politics.

As part of the research, a day was spent at The Keeping Chickens Day, where guests learned how to take care of chickens. The event attracted 14 visitors (5 male, 9 female, age: 35-60) and a summary of the event can be found in Appendix 6. This event is one of the many hands-on sessions Chatsworth organises and in relation to the generalisation of findings, other workshops days have similar programmes where engagement and learning have a central function.
At the start of the event, members were invited to sit in a circle and explain their personal situation and answer questions such as “why are you here” and “what would you like to get out of it”. This thorough, individualised, and customised co-creative introduction enhanced social values and cohesion between participants. All the visitors came from around the area of Chatsworth (local community); from rural regions with enough space to be able to take care of chickens. In addition, the members seemed to all have a great passion for the outdoors and animals in general. For instance, all the people explained that they at least have some pets or farm animals. During the introduction, characteristics of self-directed and outer-directed were identified. Customers for example continuously addressed their personal situation and how the factor of having chickens could benefit their family, close relations or life at the farm (social purposes). For instance, one female (age: 38+) told the narrative about her husband and two children, saying that she thought it would be nice to have chickens around the house. Another person was a farmer (male, 50) and was particularly interested in breeding and having chickens on a large scale for eggs and meat.

After the introduction, the guests were introduced to the practical side of having chickens (how to work with chickens), where the group started to feel like a harmonious network and commenced making more conversations between themselves. The conversations that arose were concerning personal situations such as job life, children, and other animals. One person explained that she was not sure whether to have chickens since she had two cats in her house and was not sure how the cats would act in response.

From the observations, it seemed that a large number of the guests had corresponding and similar cultural, contextual habits and behaviours based on clothing, appearance and communication. In other words, a social cohesion between members existed, a linking network of co-visitors who have similarities in contextual background, in understandings and interests (FP9). The process of learning and having a similar interest show a correlation with being part of network, being part of a Chatsworth activity and how other actors are closely connected and perceive this network. The role of a network and having similar characteristics raises the connection to brand communities (network).
A day was also spent at a Behind the Scenes Tour and, during a break, a customer (female, 45) openly conveyed her passion for Chatsworth. She accentuated the close participation of the employees at Chatsworth with visitors, the growing involvement of the Duke and Duchess with the local community [customers, hotels, farms, restaurants, fishing, blacksmiths, etc.] and the average visitor [events, exhibitions, tours]. According to the female, “Chatsworth, is not a corporate place, because often when you visit a touristic attraction you get the feeling, give us money and at Chatsworth, it is a business, but they are clearly trying to give something different and unique to the audience”.

The customer emphasised the social interaction of the brand in which the characteristics of the local community and the events organised for the average visitor imbue the perception of the brand with meaning. The conception of the local community and how Chatsworth is perceived as a grand organisation with a number of branches relating to businesses and families in the local surroundings affected this female.

In addition, during lunch of the Behind the Scenes Day, a customer (female, 50) enthusiastically explained her unexpected meeting with the Duchess when she and her friends visited the estate. The conversation with the Duchess seemed to have made a considerable impression on her affinity and image of Chatsworth. In return, Chatsworth co-creatively acknowledged her persona, leaving the customer with a sense of recognition (be known), an experience and a feeling of being part of ‘something’.

It can be argued that this hunger for involvement is a natural symptom of co-creation. It raises the point that co-creation of value is a facet to be a part of something, a network that has a shared meaning and facilitates mutual learning. Other examples provided in this chapter also underpin the need for engagement and acknowledgement. The demand of being part of something will be further examined in the following chapter.

4.3 Integration of resources

This section covers arguments that provide insights into the function of the integration of resources and the embedded correlation with co-creation and the network concept. In addition, types of value generation (utilitarian, symbolic/expressive, relational,
experiential/hedonic, cost/sacrifice, Tynan et al, 2010) will be identified in relation to operant resources to discover why people integrate resources. The following transcript is from a participant of the Keeping Chickens Day interview (woman, +58). The interview was conducted after the event:

“Well, I think it is the quality that you get when you go to Chatsworth. They are always very helpful and try to make you feel good even if the weather is not good. One time, when we visited it suddenly started raining and we had not brought an umbrella. So we waited inside a shop and after speaking to the shopkeeper for a while he loaned (unintentionally) his umbrella to us. It was a small thing, but it made the day a lot better. To us, something like this had never happened before. It was so nice, and when we came home, my son-in-law also said, this was quite special, I have never seen this before. We talked about it with friends from the neighbourhood and they all said ooh how lovely and wonderful. And if I look back at it I realise it has quite changed our view of Chatsworth, ooh well, we all need to do something for fun right?”

This example demonstrates the relation between the umbrella, the visitor, and consequently depicts the shopkeeper (Chatsworth) as the facilitator of value. The unanticipated surprise of the shopkeeper lending an umbrella undoubtedly impressed the visitor, as demonstrated by her excitement in expressing the situation (experiential/hedonic). The emphasis of co-creation and the role of the shopkeeper connote several vital processes in the generation of value. The operant resources that were shared between the shop owner and the customer in reference to brand knowledge, the inherent relationship to Chatsworth, prior, during and after the umbrella occurrence, evidently impacted her perception of the brand and the generation of value (FP6, FP8, relational).

From a value-in-use (the “use” of the umbrella in relation to the Chatsworth brand, Grönroos, 2008) and C2C perspective, during and after the occurrence, the anecdote made a noteworthy impact on the speaker and her network (self and outer symbolic/expressive). The lady passionately explained the story and communicated (used) this to connected individuals in her environment (FP9, networks to networks). Her son-in-law expressed that he had never seen this before and actors in the neighbourhood were also positively
impressed (outer-directed, cost/sacrifice). The transitions of resources were indirectly not only communicated to the lady but also to her contextual surroundings. The customer thus gained value by expressing the narrative to other people.

The following example from the Head of Services was mentioned regarding an organised event and stresses the link of co-creation, and the role of a customer oriented approach. Friends of Chatsworth in this example concerns Chatsworth’s loyalty scheme:

“We give them [Friends of Chatsworth] unique opportunities to do things, like when we had the refurbishment of one of the sketch galleries, they signed the wall, so then it was covered over, so it would be covered over for 300 years but their names are underneath it. That was really quite an emotional thing for a lot of them, when they came along to do that. That made them part of the whole, and I think that is what they love really, the feeling of involvement and belonging.”

The example remarks the emotional experience of co-creation and the acknowledgement of being part of a brand (experiential/hedonic, cost/sacrifice). This factor resembles a strong force in the perception of the postmodern aspect of being recognised. The function of recognition to a highly perceived brand and standard, delivers emotional aspects that are of importance to long-term relationship management and value creation (symbolic/expressive, relational). This association with Chatsworth also reflects and describes characteristics and attributes about a particular person. Consider the association with a luxurious brand, a connection with a network in relation to charity, the Duke and Duchess, a high standard of living and the brand values Chatsworth implies and communicates (self-directed values and cost/sacrifice). Consequently, this emotion and individual value creation is communicated to other actors (co-visitors, friends, family) in a contextual environment where value is gained from and in other words “showed off” to other actors (outer-direct values).

In relation to the social role of co-creation, symbolic/expressive, relational, experiential/hedonic and cost/sacrifice show more correlations than utilitarian. This can be explained by the inherent connection of utilitarian to operand resources (see discussion section).
In the generation of social and individual values, the symbolic/expressive dimension has shown itself to have a noteworthy function in the development of operant resources. To share narratives and experiences that reflect a person’s self-identity in order to be perceived in a particular way has proven to be essential.

In relation to cost/sacrifice, customers receive a form of customised interaction with the brand (employee interaction, umbrella, and wall example), and Chatsworth itself can be seen as an exceptional organisation due to its significant contributions to the local surroundings (jobs, hotels, families etc.), the participation of a Duke and Duchess, and as a touristic attraction.

Chatsworth’s main function concerns a personal co-creative experience in the sense of enjoyment and satisfaction. The function of experiential/hedonic has proven to be embedded in co-creation and the integration of resources (Prahalad and Ramaswamy, 2004).

Relationships are embedded in co-creation, the emotional aspect of writing on the wall depicts the meaning and role of value-creation (FP8). In addition, having actual chickens reminds the customer of Chatsworth, a constant and entrenched image is developed that continuously develops operant resources.

This next section will detail and provide more insights into the network concept.

**4.4 A customer oriented network**

First of all, a distinction has been made between a firm oriented network and customer oriented network to be able to better identify value creational processes. Since the perspective of this study is customer oriented, explanations are written from the latter. To avoid confusion, this division between the roles of the firm and the customer will be further explained in the discussion section.
First of all, a previous example from the integration of resources subsection already hinted and provided insights into the emerging value of networks (Gummesson, 2006). The umbrella example demonstrates that, from a customer perspective, a network comprises of connected people who are in the vicinity of a character: “my son-in-law also said, this was quite special, I have never seen this before. We talked about it with friends from the neighbourhood and they all said ohh how lovely and wonderful”. The function of C2C depicts a central role in the creation of value for this customer by talking about Chatsworth to other dots in a network. In this case, her micro context (Chandler and Vargo, 2011) in this C2C network comprises of her son-in-law, most likely her partner since she speaks in a “we” form in the transcription, and friends from the neighbourhood who collectively are a macro context. However, the network also comprises of unidentified (micro, meso, and macro dimensions) actors, who have a relation to the female (people at work, daughter, other family members) but do not have a direct impact concerning this example and thus her connected value creational processes. It reveals the dynamic and relative nature of value creation in a network; some connections in a network are important and some people are less important.

The role of the brand (Chatsworth) acts as an overarching value facilitator and is carried out successfully by providing the knowledge to the customer in the form of, for instance, individual and social values (how the example enhances her affinity to Chatsworth and can consequently be communicated to her surroundings) and long-term relations. From this example it can also be emphasised that, in a C2C and co-creational environment, a division is present between the role of the firm and the customer. This aspect will be further highlighted in the discussion chapter.

In this digital age, where connection through social media and forums is becoming more dominant, consider a Facebook photo with a short message (initiated by Chatsworth) about a large hawk decoration from which Chatsworth guests, in an historical setting, would be able to drink from (Photo: see appendix 16).
The relationship between Patricia and Sally concerning knowledge (co-creation) and the association with the brand Chatsworth by commenting on the subject is apparent. Individual and social values pertaining to Sally’s and Elaine’s friends on Facebook could potentially emerge. Their friends might discover and notice a relationship between Chatsworth and Sally or Elaine, which could develop positive associations and social values. The role of Elaine is less apparent since her question does not directly concern the hawk decoration but to her daughter who is pursuing an art degree and wishes to know and learn more about Lucian Freud. From the prospective of Elaine, the prime person regarding her C2C network concerns her daughter (family, micro context); however, Chatsworth’s Facebook members, Facebook friends of Patricia, Sally and Elaine are also connected (mesa and macro).

Evidently, there are other members of the Chatsworth social media page (Macro), but, from Elaine’s perspective, have a limited role since she is in need of specific information for her daughter.

From this online perspective, her connected C2C network (offline social system) are more closely related to members such as Elaine’s partner, friends of her daughter, Elaine’s Facebook friends in the generation of value than “random” Chatsworth Facebook users (Sally and Patricia). It can thus be argued that, when scrutinising between Elaine, her friends, Patricia, Sally and her daughter’s friends, different layers and dots of significance concerning value generation are found.
Important to consider is the role of how individuals formulate significance to various dots in the network and how people “rank” (hierarchy) and interpret value creation according to different people in a contextual environment (some actors are more important than others). Social Media has shown itself to employ a unique role since it can cover a wide extended form of C2C communication and value creation. On the one hand, it can entail individuals that are close in your value generating system or far out of reach people that do not have a major impact on value generation processes.

The Chatsworth brand has an overarching role in the creation of value and thus acts as the facilitator of value and not as the creator. The brand is identified by customers as the spine of a network in terms of what characteristics are communicated and how it is perceived. Albeit, the Facebook and umbrella example provide evidence that, depending on individual environments, different perceptions of the brand are absorbed. When the context of a brand changes (situation, activity), the development of operant resources (e.g. Facebook example about Lucian Freud in comparison to the offline umbrella situation) will alter since value creation is dynamic and relative and based on individual value processes as the research has shown.

The next paragraph examines the role of a network in the form of a brand community.

4.5 Network of a brand community

As a brand community, Chatsworth can be perceived as an umbrella organisation, where numerous branches of interests and activities have been incorporated (sub brand community: keeping chickens, animals, gardening, history, art). From the Keeping Chickens Day, the facet of having a shared understanding and particular interest is the basis of individual value creation (Muñiz and O’Guin, 2001). However, supporting contextual environments or close interests concerning related subjects such as history or politics help to bridge the connection to what Chatsworth offers, as a gentleman (age: +60) from the Behind the Scenes Day asserted: “The more you get to know about this place, to more you get to know what huge part this has played in English history, even politics and all those sorts of things, it is amazing.”
In relation to network dynamics, the aspect of C2C networks and interactions are thus essential to Chatsworth’s related sub brand communities. The following example, illustrates a discussion between two website visitors:

*Coxsoft: Here’s Moneybags Hirst’s [famous artist] latest statue Legend (2011) on display at Sotheby’s Beyond Limits Exhibition in the grounds of Chatsworth House. I hate to admit it, but this sculpture is rather good. The big question with Hirst is: Did he make it himself or did one of his teams make it for him?*

*Mike Newton: There’s something not right about it – the merged anatomy is unconvincing. The pose is very earthbound with no feeling of latent energy. It looks to me like a model horse with a pair of wings stuck on in the easiest position to avoid any cantilever engineering.*

*Coxsoft: True but you must admit it’s better than his usual tripe. It’s the first piece of his I’ve rather liked since his portrait of his landlady’s cat turned up and was rejected for sale for being atypical of his work!*

In this example, Mike tries to “show off” in relation to his search for individual recognitions and by aiming to distinguish himself/herself from Coxsoft and website visitors. The arguments are guided by a shared understanding, although it connotes a system of intellectual competition (FP4) between the members in a search for individual acknowledgment (Schau et al, 2009).

In addition, during the Behind the Scenes day, a guest (male, age: 55) openly offered criticism about a talk that had just been given about Paxton (an important figure in the history of Chatsworth), arguing that there were some “slight inaccuracies and vague arguments”. This guest seemed to be highly knowledgeable about history and science in general and also did not bother to comment on his personal and private circumstances of owning several houses and three cars. The information provided by the guest revealed individual aspects being translated to social values by “showing off” his skills and knowledge.
The following example illustrates a network from a contrary perspective. Two visitors mentioned online about a recent visit to the Beyond Limits sculpture exhibition at Chatsworth:

*Seriously, this is always an amazing experience even if you are not particularly interested in ‘art’. We always go several times with different friends and we all end up having our own favourites. If you have never been before, try it and you might be pleasantly surprised. – The tea and cakes are really good too!*

*I visited Chatsworth today to see the "Beyond Limits" exhibition. This is my second year to see the attraction and hope it will continue for many years to come. It's a great day out and I wouldn't miss it for the world. The sun was shining and the sculptures were fantastic. I loved the Lion and the two Damien Hirst [famous artist] pieces, Myth and Legend [part of sculpture exhibition]. Well worth a visit.*

This perspective concerns helping and facilitating other website visitors to go to Chatsworth. This form of **cooperation** relates to a shared nexus of where members aim to directly add value (satisfaction) to a person’s value generation process. The key difference between cooperation and competition concerns differences in value generation. From the findings, competition can be perceived as a mental framework where individual sources of value creation are more essential than social sources, by showing off operant resources to other members, for instance, whereas collaboration is rather based on social values and less on individual values (see example above).
5. Discussion

This section of the report provides details concerning the theoretical implications of the findings and analysis section.

5.1 Symbolic co-creation

Co-creation is the mutual dissemination of resources. The process of being in dialogue has been shown to reveal emotions and experiences (Arnould and Thompson, 2005). The role of co-creation develops synergies with correlated variables of S-D logic, such as resource integration and C2C interaction. In the role of resource integration, customers constantly convey and imbue meaning to symbolic images of products and other related messages. Opinions are expressed through C2C communication in which these symbolic messages circulate. These synergies are expressed as consumer behavioural and customer-oriented values, which have emerged from this research. With regards to the growing significance of co-creation (through use), the research demonstrated that customers have an inherent social need to be involved (Payne et al, 2008; Prahalad and Ramaswamy, 2004a). In light of being connected through resource integration, customers have a desire to be recognised and, in return, aspire to experience social interaction. The findings demonstrate the utility of post modernity which highlights that people have an inherent desire to be a part of “something”. In the literature, this is defined as a network (through the use of co-creation), in the form of a brand community, family, neighbourhood friends, or Facebook (Chandler and Vargo, 2011; Gummesson, 2006:346; Libai, 2010; Muñiz and O’Guin, 2001).

Being acknowledged, to differentiate and reveal characteristics of a person’s self-identify are factors that are essential in relation to customer value creation. In light of the postmodern literature, it is argued that people have a related need for communal affiliation (Cova and Pace, 2006; Simmons, 2008). This finding also enhances the understanding of why customers have a desire for co-creative interaction and proactive behaviour. These postmodern implications imply the connection to aspects of consumer behaviour. As was noted in the literature review, resource integration bridges the threads of why people make decisions in a contextual environment (Grönroos, 2008; Vargo and Lusch. 2008). It connotes a customer orientation in which the customer is the value creator and the firm the value facilitator.
In addition, it emphasises the importance for the search of self-identification through co-creative and C2C interactions (Berger and Heath; 2007; Escalas and Bettman, 2005; McCracken, 1986). The perspective of showing off by implying a perspective of domination triggers actors to become acknowledged and, thus, implies a quest for approval seeking (Auty and Elliott, 2001; Firt, 1992). The role of symbolism has been depicted as greatly connected to aspects of co-creation, resource integration and C2C interaction.

In reference to the desire to be connected and the emerging value of being part of something, Gummesson (2006:346) argued: “networks are the basis of life, society, and organizations, and consequently also of management and marketing”. It transfers the meaning of communal affiliation to the core of co-creation by emphasising the importance of consumer behavioural aspects.

5.2 Operant resource development

In reference to the use, development and integration of operant resources, specific types of triggers have been identified. The aspects of symbolic/expressive, experiential/hedonic, cost/sacrifice and relational demonstrate correlations with co-creating value and the development of operant resources (Tynan et al, 2010). Symbolic/expressive emphasises intangible and consumer behavioural aspects that are of relevance to co-creation and resource integration, as demonstrated above (Smith & Colgate, 2007). Experiential and/hedonic emphasise the experience layer of co-creation (Brakus et al, 2009; Pine and Gilmore, 1999). Relational shows the inherent development of an intangible relationship, which illustrates elements of trust, retention and mutual commitment (Grönroos, 1994; Vargo, 2009). Finally cost/sacrifice enlightens additional symbolic value in terms of rarity and uniqueness (Simmons, 2008). Being perceived as special and “one of a kind” also concerns the spectrum of individualism which can consequently translate to social values, since “the development of individual self-identity is inseparable from the parallel development of collective social identity and self identity must be validated through social interaction” (Elliott, 1998). The social role of co-creation is less reflected to aspects of utilitarianism in this research. It can be argued that utilitarianism has elements that lack similarities in concern to “value creation is interactional” and the network concept (Vargo and Lusch,
2008:7). Being socially engaged and being part of something as previously highlighted have been shown to entail synergetic forms of value co-creation (symbolism). The inherent tangible characteristic of possession has little effect on the fundamental generation of social and co-creative values. Instead, intangible resources such as brand characteristics and the opinions of others on purchases integrate and develop operant resources (Vargo and Lusch, 2004, 2008). In this symbolic society, the reflection of a person’s image towards friends or family is essential to ultimately develop operant resources. Consider fashion in explaining individual characteristics to connected individuals to construct and facilitate self-identity.

5.3 Value Generation
From the research, it can be interpreted that co-creation of value and the integration of resources from a customer perspective concerns an alteration in thought processes in comparison to organisations (Chandler and Vargo, 2011; Payne, 2008; Vargo and Lusch, 2004) With regards to the perceptions of value, academic literature suggests that a firm rather recognises long-term oriented loyalty and business strategies as value mechanisms, while a customer perceives satisfaction from social and individual interpretations (Slater, 1997; Smith and Colgate, 2007; Woodall, 2003). The source of value generation is thus inherently different, which translates to important processes that are intrinsically related to C2C interaction, WOM, and operant resources. This is an essential concern as this research depicts that value generation is relative and dynamic in nature (Holbrook, 2005).

5.4 C2C network
To scrutinise this division between a firm and a customer, the supplier can only act as a facilitator of value and not as a creator (Grönroos, 2008). In addition, a person is a different social actor in comparison to an organisation when considering the perception of value creation, and a brand being intangible. This perspective of a network challenges the C2C network contributions of Baron and Harris (2010:520). The authors designed a model that illustrated interactions from a consumer oriented experience perspective. However, the role of C2C interaction from their perspective is significantly focused towards the firm by emphasising conversations between members of staff instead of the role of other relations and customers in a context. The role of conversations between relations and customers
appears to be lost in a management oriented perspective and minimises the value of C2C interactions.

This study argues that a customer oriented network involves a deeper look on how customers attach meaning to C2C interaction and how other relations are connected to a central actor in a contextual environment. The findings revealed that value creation is based on dynamic and relative fundamentals; each person in society has different stimuli and perceptions of satisfaction (Vargo and Lusch, 2008). The role of C2C interaction through the eyes of the customer, and in relation to value creation, show patterns that connected actors have different levels of significance (ranking/hierarchy). In other words, some people are more important than other people based on particular circumstances and environments (Chandler and Vargo, 2011). The research from Libai et al (2010:271) expresses corresponding similarities in relation to the perception that “some people may create more social influence than others” (Goldenberg et al, 2009; Lee et al, 2010). The authors use the term “influentials” to highlight more significant actors in a network.

Interestingly, the research from Chernev et al (2011), on mental competition between self-expressive brands raises similar arguments in terms of the dynamic and relative form of value creation. When, for instance, considering purchasing a new laptop, it is expected that different individuals in a macro network are utilised than when buying clothes. In other words, some people are more important in terms of ranking than other people in specific situations. The alteration in context changes the role of individual and social value creation and thus impacts the function of C2C communication and networking, as Chandler and Vargo (2011) also highlighted.

Concerning the perception of ranking, the dynamic and relative interpretation of value, a model is presented in figure 4. The figure is an imaginary representation of a network ranking perception and is guided by the findings from Gummesson, (2006:350) and Vargo (2008, 2009) pertaining to the network concept. The model presents C2C related characters that have a connection with a prime actor (personal and customer orientation). Since value is relative and dynamically generated, some characters do not have similar levels of significance as can be drawn from the model. Close relations in a network to the prime actor
have a short arrow, whereas rather insignificant dots have a long arrow (ranking). For instance, family dots in a network have in most cases a stronger relation in the process of value creation than irrelevant social media friends.

The emerging utility of Social Media has an overarching function since it provides coverage to a wide extended C2C network. On the one hand, it can entail individuals that are close in your value generating system or far out of reach people that do not have a major impact on value generation processes.

**Figure 4: Imaginary reconstruction of a C2C ranking network**

The brand and organisation have a predominant function in the creation of value and acts as the facilitator of value and not as the creator. The brand is identified as the spine of a network in terms of what characteristics are communicated and how it is perceived. Although as mentioned earlier, changes in a context inherently alters the value creation process (Chandler and Vargo, 2011).

From a C2C and resource integration perspective, this research claims that actors attach a relative and dynamic form of value (ranking system) to other actors in a network (contextual
environment). The following example underlines and enhances the utility of figure 4 in reference that customer value creation does not correlate with merely being connected. According to Chandler and Vargo (2011:38), pressing the “like” button on Facebook of a popular music band (e.g. The Beatles) develops a connection between two, initially separated people, who have a similar interest in this particular band. “Their access to one another is a fundamental aspect of how they resolve their situations because they draw upon one another as resources (Wilkinson and Young, 2005)”, as the authors state. However, in terms of co-creation between the two actors involved and drawing resources from one another, the actual social value perception between the actors and in terms of value generation is limited at this current stage because they are independent and do not know each other. The relationship between the two actors is thin and, furthermore, not value adding since the customers do not have a significant relation.

The model presents opportunities to discover and identify how individuals connect to C2C related dots in a network and how actors “rank” (hierarchy) and interpret social value creation according to different people in a contextual environment. In addition, it develops opportunities to facilitate the understanding of structural positions in contextual environments (Libai et al, 2010).

The ranking system depicts the role of relationships within a network (micro); however between networks the research identified the functions of competition and collaboration. Competition highlights the role of individual values, by imbuing social communication with a search for acknowledgment whereas collaboration aspires to create a harmonious nexus of communication.
6. Conclusion

The aim of this exploratory study was to enhance the understanding of co-creative variables in the context of Service-Dominant logic by incorporating a customer orientation and utilising vital concepts such as the integration of resources, C2C interaction, value creation and the network concept. In addition, the land house of Chatsworth (touristic attraction) served as a case study to account for novel insights and illustrative examples.

This study is based on three research questions that will be answered throughout this section.

1. To identify the role of co-creation in the context of customer resource integration and participation in C2C interaction.

Co-creation concerns a process of interaction and dialogue in which consumer behavioural variables such as the meaning of a brand and the purpose of consumptions are embedded. In current times, society is engulfed in symbolic forms of individual and social value creation in which digital platforms such as social media are emerging. The role of co-creation, by being in dialogue in relation to resource integration and C2C interaction depicts the value of symbolic attachment for the need of “being part of something”. This contribution emphasises the post-modern flair of consumption and the significance of customer resource integration. Value-in-use and the relation to C2C interaction also underline social values, symbolism and the related function of self-identity. Examples proved that approval seeking by conveying individual values is an important sphere of co-creation.

2. To identify the triggers that encourage consumers, both individually and collectively, to use, integrate and develop operant resources.

The integration of resources illustrates types of value creation that are of concern to intangible knowledge generation. This research identified symbolic/expressive, experiential/hedonic, cost/sacrifice and relational as triggers to develop operant resources.
(Tynan et al, 2010). The findings stress the aspects of consumer behaviour and value creation. The four sources of operant resource generation provide a platform that identifies actions and situations (e.g. nostalgia, experience marketing) which enhances the understanding of actors. Consequently, this customer orientation can develop synergies between actions and situations which can then be further exploited.

3. To explore the relationships between and within networks when co-creating value.

Academic literature on networking perspectives often incorporates management orientated techniques and processes of co-creation. From a customer oriented network it is essential how actors develop value through the use of co-creation. The marketing literature highlights that customers are the value creators while an organisation acts as a facilitator of value. The findings have demonstrated that value is dynamic and relative in nature which underlines that actors individually identify value patterns. In regards to a customer oriented network this implies that some people are more important than others in a network and appoint different levels of dots to actors in a network. Figure 4 provides insights concerning the factor of relationships within a network in reference to the research question. This study contributes by embracing that an actor ranks (hierarchy) dots in a contextual environment. Some connections such as family develop in most cases more value and significance than unrelated and far away connections. The emerging social media platform has an overarching function in the relation between actors since it links far distance dots and close related connections. The brand acts as a facilitator of value in regards to a contextual environment and not as a creator.

The function of the model can enhance and identify how actors connect to C2C related dots within a network. Furthermore, the aspect of ranking provides opportunities to enhance the interpretation of value (the significance) and which individuals are of importance to a prime actor (“influentials,” Libai et al, 2010:271). It also enhances the understanding of structural positions in contextual environments. The author claims that the aspect of ranking is an emerging concept that already has links to consumer behavioural functions and value generation.
The findings also reveal that a network is non-linear and complex in nature. Although an actor might not perceive a connection in concern to value creation or significance, a link is constantly and continuously presents (Chandler and Vargo, 2011). This facilitates the comprehension of differences in hierarchy in a contextual environment and service ecosystem (Chandler and Vargo, 2011).

In regards to the function between networks the findings depict a form of competition and collaboration. Competition resembles individual value creation and triggers aspects of acknowledgement while collaboration implies social values and a degree of partnership and bonding.

6.1 Managerial implications
In reference to manager and organisations, the research claims that the co-creation of value from a customer perspective translates to the desire and the need to become part of a network in the form of a brand community, Facebook group. This provides opportunities to better comprehend the social role of engagement and why customers should join a particular network (from a firm perspective). In addition, the significant role of symbolism and post modernity has to be comprehended when co-creating value and regarding C2C interactions. Since knowledge and skills are key sources to gain competitive advantages, deriving knowledge about C2C and customer interaction is essential (search for “subjective and contextual intellectual capital”, Peters et al, 2009:351).

In regards to the practical application of a network, the researcher embraces the insights of Cova and Salle (2008), concerning the processing of the customer network value proposition. The authors developed a five step procedure. The initial step is the identification process, the second step concerns targeting. Thirdly depicts the identification of motivations of actors in a network, the fourth step concerns designing an approach strategy for a specific network and fifthly configuring an individual co-creative approach concerning every actor in a network.

In addition to this tool, this research stresses the inherent effect of ranking within a network. Ranking significantly affects the processes highlighted by Cova and Salle (2008). Consider
online forums, generally forums have a bar which shows how frequently a member has posted. To a random guest and towards a firm, it is expected that a particular person who has posted a lot is more significant and has more knowledge about the firm than a random visitor who does not have any posts. In addition, ranking could potentially facilitate segmentation processes by becoming aware of characteristics of network members.

Lastly, the research identified competition and cooperation network dynamics. These are important variables in the prospect of different types of brand communities and networks. Competition relates to individual value creation in search for being acknowledged while collaboration infers social value processes in concern to shared social nexus.

**6.2 Limitations**
As an exploratory study, this research only utilised the estate of Chatsworth as a research dimension. It restricts the outcome of the study since Chatsworth as a touristic attraction and organisation differentiates from the ‘average’ company in comparison to for instance fast market consumer and electronic goods firms. Therefore different results could potentially be found when studying different markets, organisations and customers. In addition, this aspect could also cause changes in the outcome of similar studies. Consider for instance the role of co-creation in search for individual and social values.

In relation to the data gathering process, the researcher was not allowed to interfere with the experience of customers during events such as Keeping Chickens and Behind the Scenes Day. Therefore addition questions, interviews or discussions could not be gathered. This negatively affected the research since it was more difficult to obtain customer input.

**6.3 Further research**
This research has extensively explored the role of C2C interactions; however more research is necessary to learn more about its dynamics and to provide a stable foundation to consequently enhance segmentation processes and develop marketing strategies. Aspects as social media and other novel digital inventions provide opportunities to explore C2C and resource integration.
Also, additional empirical research has to be conducted in light of the ranking model (Figure 4). This unexplored sector can function to better understand principles of C2C interaction and the network concept.

The marketing literature is slowly switching from a firm centred perspective to a customer oriented view. Addition insights and evidence have to be gathered to sustain this development.
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Appendix 1: Staff member interviews - Margaret

Margaret, Farmyard Manager - Interview

Johannes: Could you perhaps tell me something about yourself and how you became specialised in your area?

Margaret: My name is Margaret Norris and I have worked at Chatsworth for the Farmyard and Adventure Playground as a manager for nearly 10 years now. Prior to that I was a livestock manager at Whirler Hall Farmingsher Field and prior to that I was a primary school teacher for 21 years with a farming background.

Johannes: Oke, great! So what is your exact role within Chatsworth?

Margaret: I manage the Farmyard and Adventure Playground, which is part of the Chatsworth House Trust and it is one of the visitor's attractions at Chatsworth. We do and specialise in days out for families, education, school groups, leisure, discovery days, bespoke days, all those sorts of things and obviously seasonal events such as Halloween, Christmas.

Johannes: great great! What do you like so much about your work?

Margaret: Well, it utilise the skills I have, which are my teaching skills and my skills with animals. Every single day is different, never two days the same. Some days are better than other days as with any job. But I love it, I love the outdoors, I love the variety, I love the challenges. I like the fact that we constantly try to refresh and improve what we do, because obviously as with everybody we are on a limited budget so we cannot throw a lot of money at our development, so we have to be creative and that tends to come from my staff and myself who, you know, add value by using our own creative talents really.

Johannes: Sounds like a lot of fun.

Margaret: Yea it is a lot of fun, it is hard work, it is physically hard work, they are very long hours but we do enjoy what we do.

Johannes: And every day is different as you said as well.

Margaret: Yea every day is different, yea both with the visitors, the animals, the staff and the weather. The weather is a big element; in you know our day-to-day running of the place.

Johannes: So if it’s like sunny, than you definitely see a big difference in visitors.

Margaret: We just finished the summer holidays and we have been very, very busy for 7 weeks and today is the first day the children are back at school so it’s very quiet and the weather is unfortunately not very good. Times like Easter are absolutely packed, summer holidays are packed and good weekends through the summer. We have busy times and quiet times, but we are always busy, there is always something to do.
Johannes: What actually happens during the winter?

Margaret: In the winter we are open 7 days a week till the beginning of March till the 23\textsuperscript{rd} of December, so we have a Christmas event and just the house and the garden. And during the winter, the seasonal staff, that is more than 50\% of the staff, are laid off until, well for about 2 months. Just the permanent staff remains, which are 5 of us and not all of those, are full staff. The animals are all still here, and need to be looked after, just as like when we are open. Just as the maintenance has to be done, the playground has to be serviced, any new equipment or things that we are having for the farmyard that are brought at that time, painting, fencing, you name it.

Johannes: a lot of stuff...maintenance.

Margaret: Yea and people do try to catch up on their holiday, so it is busy, busy.

Johannes: Some questions about Chatsworth, How would you describe Chatsworth:

Margaret: It’s a very, very, very varied experience for whoever comes, whatever age. There is something at Chatsworth for people in crams through people in their 90ties. There is family and entertainment and fun, people who obviously want to see the cultural side of Chatsworth which is the art, sculptures, the garden, the park and the woods, there is a huge environment so there is absolutely something for everybody. And, again, there are different seasons of the year.

Johannes: that is actually a strong point; there is not just the park and the woods?

Margaret: Yea, its huge, it is a sort of micro cousin (5:40) of just about anything you can imagine, which would entertain people or please people or satisfy people’s leisure needs.

Johannes: Why do you think people like to visit Chatsworth?

Margaret: It’s a beautiful place to come but it is very close, well you know you don’t have to travel a long way from cities to get here. And the Peak District is an absolutely beautiful place, and Chatsworth is a very popular destination, it is very close to Sheffield, Derbyshire, Chesterfield, Nottingham and even cities like Cheshire so people get in here within a 1 hour, 2 hours distance or even less. So, that why people like to come here and there is always something going on, as well as the day-to-day routine things, we are open 7 days a weeks. We have special events throughout the year, concerts in the garden, bonfire, Easter activities, sculptures.......[Short interruption]

Johannes: No problem, so, how do you think people perceive Chatsworth, from a customer view? I mean, how do they think about Chatsworth?

Chatsworth: I think they think its unique, we hope they think its unique, we hope they think its good value for money when they come, we hope they perceive it as a charity, which it is, and that therefore the money goes back into restoring and developing the place for future
generations and visitors. One thing they find very intriguing is that a family still lives here; it is not a national trust property. It is still lived in by the present Duke and Duchess and have an awful lot of input into what happens here, very interested, very supportive, very much of the core of things that happen here.

Johannes: So it’s a connection with society?

Margaret: It’s a connection with history, social history, and the fact that, it’s the Dukedom goes back many hundreds of years. It is a connection with history and a very special place and the fact that this history is still alive today in the present family.

Johannes: About hobby events, I have heard about the Keeping Chickens event? How does it exactly work?

Margaret: Its part of our, what we call, our brand position if you like is discovery.

Johannes: Discovery?

Margaret: Yea, so each department in the house trust really have their own developed plan. So here in the Farmyard, one of the things we have developed over the last few years is bespoke days, we for instance have a pony day for children. I do pig keeping course for adults, we do chicken keeping day, I do young farmers day where they come and work with the staff. Because there is a hunger for people to be involved, there is also a hunger for people who....there is a great interest in keeping chickens and pigs these days. People are more interested in traceability of their food and the welfare of animals so to say, and I hope we provide an insight into that. It is a fun day out but also a learning day out. It is something we have developed just recently and it is very, very popular. We have to keep an extra Keeping Chickens Day on this year because the first one was oversubscribed.

Johannes: Regarding the day itself, what are the stages during the day?

Margaret: The Keeping Chickens Day is an afternoon; we do not have anybody from outside to deliver it. It is all done by my staff or by myself, so they come and my staff members themselves devise the programme that they are going to go through. The next one will be about animal welfare, what to look for when you buy a chicken, what breeds are good for laying eggs, what breeds are good for meat, what you need to get started, what they eat, what animal husbandry is in keeping them healthy, how to look after them and what to do when they are not healthy. It is delivered by my staff and its very hands-on, it’s not sitting in a room and talking to people. It is out there and with the chickens and it is something we have had some very good feedback on from the customer.

Johannes: So it is a proactive learning experience, very interesting. So if you communicate with the customers, mostly in talking and talking, is there also a booklet or?

Margaret: On the Pig Keeping Day I give them a pack, because there is a lot of legislation involved with keeping pigs, that confuses and scares people most is that they are not sure on the legal side, the licensing and the registration. So I give them a pack to take away. With the
chickens it is more a hands on day and a discussion, which then at the end people can ask and make notes if they want. We don’t particularly give them any materials to take away, because it is not as complicated as keeping of cloven hoofed animals.

Johannes: So how do you think this involvement, strengthens the relation with Chatsworth?

Margaret: Well I think it’s something which, we provide I would say mainly a family day out but there are people that come here who have a hunger for knowledge in a specific area and that is obvious by the daily conversations that visitors have with my staff and myself. They want to know more, they want to know specifically about a particular animal. And that was what made me think, maybe we need to have running days because of this interest, that comes across constantly. That is what started it all off, and people are looking for days because initially we were advertising them on the website and on the “Whats On” [part of the website with specific information about certain events]. Now people who have been are passing on word-of-mouth to other people. There is also this year; we have had people return to do the same thing again, because they had such a wonderful time last year. So we have got return, repeat visits, and repeat participants. We really do not have a problem filling our courses. We are obviously restricted to the numbers, on the chicken keeping one its restricted to 20, on the pig keeping day its restricted to 12, because for the simple reason if you are going to give them a bespoke day it has to be a quality day and the more people you will have, given the size of our operation here the less quality they are going to have, therefore we make sure that we don’t over subscribe so that they are going away with a feeling that they have received the best attention. Individual attention, and not one of the crowd who has only had the opportunity to do very little hands-on because there were too many people, so that does not work, so we do restrict the numbers but we have no problems filling the places.

Johannes: So in the future, how do you think this develop in the future, these kinds of events?

Margaret: So this year we have increased the number of bespoke days, the problem is we cannot do them justice at busy times, we can’t do them in Easter, we can’t do them during October half term, we can’t do them during Christmas, we do, do young farmers in August, but when we are really, really busy with the general visitor, the day-to-day visitor, my staff are full on, I have a very small staff, and they are full on to just deal with and look after daily visitor. So therefore, that is this way, we have increased our number of days we do but it is not an infinite, we cannot really increase too much, because again, it would encroach the general visitor and on staff time and the pressure, and therefore the quality would not be good. We do have very, very high standards.

Johannes: In general for other activities at Chatsworth, do you think that it might be an option to expand on involvement activities?

Margaret: Well I think when you are interviewing the other managers at the different departments you will find out that that is what they are doing anyway in their own areas. Certainly, in know that the tours, the involvement in the garden and the house has increased
over the last few years with the staff doing more bespoke individual groups: for individuals and for groups. So they will be able to tell you about that.

Johannes: are you familiar with well-known magazines and websites in your area

Margaret: Well, specific ones such as the poultry magazine and the pig keeping magazine and the small holder and all of those, yes. And obviously I visit websites and similar attractions to ours.

Johannes: How do you think customers communicate their experiences with Chatsworth to other people in their environment (e.g. friends, family, online)? Do you think that is mainly offline or online?

Margaret: I think Word-of-mouth, Facebook. A lot of people use Facebook, Twitter I suppose. It is a lot of WOM.

Johannes: In relation to for instance Keeping Chicken Day, what are relating hobby activities that people might be interested in?

Margaret: Obviously the animal orientated, any of the animals, we have a variety of different animals. Mainly here it is animal orientated. I guess in the other departments, people who have historical interest, art and gardening interest, textile interest. Its all of those are investigated by departments. The other thing that is of interest to people is the environment, ancient woodlands, moors, farming of the estate. There is fishing as well here, we have a fish farm. We rear the fish here and released into the river for fishing. It is a sporting estate, so there is a future variety of stuff here really.

Johannes: and Chatsworth also organises big events, like concerts.

Margaret: The country fair, concerts, garden parties. We have a lot of big events, there is a horse trial in May, and so the park is busy most of the time with preparing for events. There are some major events throughout the year during the year but there are smaller events most weekends. They have various sorts of organisations that will exhibit like vintage glossers or vintage cars and we have a number of small events like plants sales, Christmas markets, all of those sorts of things.

Johannes: Outside of your job, how do you talk about Chatsworth, if you for instance go to the market?

Margaret: the market people are busy, we go to Bakewell market on the Monday but nobody is going to talk to you about Chatsworth. They are all farmers, they are there to deliver sheep, get as much cash out of as possible. They are not going to stand around and asking “Hows Chatsworth, how is it going with the Farmyard and Adventure Playground?” Everybody is too busy for that, from my points of view on the farming, it might be different for the Head of Collections when he goes anywhere else to talk about art and sculpture. The farming community are not really interested in what I did, because farmers are too busy to be bothered about what other people are doing.
Johannes: Really?

Margaret: Yea, they might want to discuss how prices are, the price to pay, the weather. But they are not; there is no interest in me. I am a small potato in the actual markets. So I am, will not grab them by the ears and talk with them about Chatsworth, why they should come here, no way. I do have a lot of friends who are farmers, it is not that sort of social community, the farming community, it is basically about work and about the weather. Things that are important to farming.

Johannes: Do you actually think that there are people who like to be a part of Chatsworth?

Margaret: We have a big membership scheme, called Friends of Chatsworth. And they all want to own a bit I think. They are very much, feel that they are part of it, yea, there are a lot of people, feel that they like to own a part of it, or they are part of it. But that is a totally different set of people I deal with in the farming community, completely different.

Johannes: They would not be interested, or to be a part of Chatsworth, they are just busy with...

Margaret: Yea, farmers are way too busy to be part of anything, they don’t even know when to take a holiday or when to take some days of are.

Johannes: Yea, my mother told me the same kind of story. She used to live on a farm in The Netherlands, where I am from. Always busy, busy, busy.

Margaret: Yea farmers are always busy, I mean farmers got things to do whatever season it is, there is something happening. So therefore they are not interested. They are interested probably interested in the main farm here, the sheep for instance, but only in terms of what prices we get for our sheep and how many we got. Not in terms of visiting Chatsworth.

[interruption]

Margaret: Kids want to roll and ride a pony as much as they can, if what want to paddle in the cascade, they can. It is a beautiful garden but it is not a formal, “do not, do not”, not like that. The house is, it is not that it does not have anything to offer for children, but if children want to run around and get dirty, and make a lot of noise.

Johannes: yea its not a play....

Margaret: No, so that’s why this place has developed to provide another aspect of the visit for the family.
Appendix 2: Staff member interviews – Christine and Paul

Johannes: Thanks for coming and thanks for having me of course. Christine, could you perhaps introduce yourself?

Christine, Yea, I am Christine Robinson, I am Head House Keeper and Visitor Service Manager, so my responsibilities are to make sure that the house is clean and ready for the visitors when they arrive and also to make sure that we have got the staff in the house to look after them. So, to that end we have Paul, who is our Friend of House manager, he and I did the recruitment for the ticket team and then he manages them on the ground. So we do a lot of customer service with them, customer training to make sure they are delivering what we want on the ground so we can encourage our visitors to come back again and see us. And also to make them aware of all the different things that are there for them to do. Not only what we have here on Chatsworth on the day but also other things that might tend them to come back again, and that kind of thing would be the “behind-the-scenes day” we have. We have literature on sight at various locations to make them aware of other things that they can come back and enjoy. And he (Paul) also works very close with the Friends of Chatsworth scheme, and a lot of people who come to the behind the scenes day are friends of Chatsworth, because it is a way for them to find out more about what happens at Chatsworth.

Johannes: So, it is a unique visit, behind the scenes?

Christine: Yea, it is. We are aiming to give people, to make people think, which is actually true is to get the opportunity to find out something really different about Chatsworth and part of our brand values are that a Chatsworth visit is a “voyage of discovery for everyone”. Every time they come, and that is the “Day behind the Scenes Day”, when we are doing that. So Paul manages the ticket team, and then we have a Head Guide, who is actually on leave at the moment....Heather Redmond, she manages the guides who are positioned along the visitor route and we have moved quite considerably with them away from the person that is kind of, off duty to make sure that touch things or things go where they should not and don’t, and do this and do not do that than to being someone that is still aware of hiding factors that need to be in place that there are actually there to engage with the visitor and make the most of the day for them, provide them with information and so on and deliver tours and all that kind of thing. We are trying to make as much available for visitors as added value things so that they don’t have to pay for, so we have introductory talks. We are shortly be going to do sculpture tours in the garden as we have set up a Sotheby exhibition and of course the guides who are part of the team who deliver some of the behind the scenes days as well, so it makes their role more interesting, more engaging of what is going on. So the relationship with the visitors that they have is improved, because we are giving their role such a...

Johannes: Unique, a unique service, which is not given to everybody in a way (Christine: Yea..), So in a way, these guides is that an information package or...what sort of teaching method is...
Christine: Well the guides, there are some people who have been here for a very long time, for nearly 20 years. It only started this season training about general, how to find your way around the house, we have a mentor system so that they have a buddy who works alongside and we provide them with so much information to begin with and it is a matter of them assimilating knowledge as they go along. There is such a lot to learn. So obviously they must have been here for quite a period of time before they deliver a tour, but they can be situated on a visitor route and talk to people about that particular area straight away.

Johannes: But it is definitely a pro-active form of information management.

Christine: yea it’s very pro-active and engagement with the visitors as they go around. And we provide once a month we have either a talk or a tour or something special just for the guides. The whole of the House team, the Ticket team comes along for that as well, so that it might be something that did not have the opportunity finding out that knowledge any other way or it is something just to give them an added layer of information that they can then share with the visitors. So last night we had a walk around the garden and after that the garden had closed with the curator of the Sotheby exhibition so that they could learn more about Sotheby sculptures in the garden. Next month we will have an archaeological walk in the park, the following month I am doing a talk about Christmas displays. Christmas is a really big thing for us here at Chatsworth. So we are going to talk with them what is actually going into the house, or we might talk about euhm, we know someone has done his masters on the Edwardian Theatre that we have got here at Chatsworth, so he came here and did a presentation to the guides about that. This is the kind of thing that makes the guide’s role more interesting really. Makes it..

Johannes: Fresh (Christine: Yes)...something about Chatsworth: How would you describe Chatsworth?

Christine: A home, first and foremost, a family home. Yes it has been a family home for about 400-500 years, and there has been a family living here. And it has been one of the longest houses that has been open to visitors to come and look around. It used to be open to anyone who wanted to come around and of course nowadays it has to be commercial because it costs such a lot of money to upkeep it. We are going through an expensive restoration programme at the moment which is costing 14 million pounds so it is really important we bring in as much revenue as we can. So, we do have to charge admission and it is a very competitive marketplace out there. So, we have to be sure that we are advertising and offering value for money and people have an outstanding day out when they visit us and that we are making enough money for the charitable trust in order to maintain Chatsworth.

Johannes: Margaret also told me that the charity plays a big role within Chatsworth.

Christine: So we obviously have trading on site, so the actual part of the house is for not open to viewers and mainly administered by the Chatsworth House Trust. Then we have a Chatsworth House settlement Trustees who operate on the trading site of things and they pay a rent for to facility to have their retail outlets at Chatsworth. And I think they take percentages to what they take to the Chatsworth House Trust. We work much more closely
with them then we used to do in linking what is on view in the house and what they are able to purchase in the shops.

Paul: Christine already told quite a lot of what I do, anyway I am responsible for the admissions point from the first person you see when you enter the car park through all of the admissions point throughout the house, the garden, the farmyard. As well as that we also have a large some sort of travel trade coach groups business which come here and that’s organised by the bookings office who I also run on a day-to-day basis. So that’s everything from private groups, WI (Women’s Institute) flower arranging clubs to individuals to travel trade companies who bring 20-50 coaches a year. Lots of people coming over for the Christmas market when it is not too far away. So I am sort of operational over the delivery of those specific areas which is all about maximising the amount of revenue that we make but also about customer service, to find a balance between the two, keeping the profits high while maintaining customer service.

Christine: To that end we reduced timed entry for coaches in particularly for busy times when we have the Christmas market and the Christmas opening, and the flower festivals as well. We are really strict when we allow the coaches to come in so that we do not have too many people going through the house at one time because that is not the experience we would want.

Johannes: And in relation to groups or persons who come in small groups of 3 or 4. How important are these big, massive groups in relation...

Paul: The groups who come in sort of family and groups of friends of 3 or 4, 5 or 6 they are generally dealt with at the main tills by the admissions team. It is more groups of 15 or more that we would call a group and those are, I mean, they are really important to us and we have got a core group of companies that have been coming for a long time and come regularly throughout the year and that is really important to us, those kind of groups. And we are also seeing new groups coming all the time.

Christine: We actively go out and try to cord new groups to Chatsworth. We offer them a reduction; they will have a reduced submission to a group of 15 or over. It is useful for us because it does not matter what the weather is, they booked to come, so an individual might look out of the window and think “ow it is not a nice day to come” while the group already booked. We are certain of that trade, so it is really important to us. We look after the coach drivers very well, so they are encouraged to come back to Chatsworth. They have a free visit themselves, they can go around the house for free, they receive refreshment, food and drink vouchers, we have a dedicated room that they can use, which is warm, dry and cosy, there is a television and magazines and they can get away from their customers for an hour or so and just relax. And that is really popular, we won actually an award this year...coach..

Johannes: yea it was on the website...it was 2010.

Christine: So yea, that’s another way of, and we obviously want to look after our coach drivers but there is another side to that and that to encourage them to bring their visitors back.
Johannes: Yea, and I can understand that with groups, there is a lot more WOM involved through for instance Facebook, families. That’s why groups are a big part of …

Paul: It works two ways, because it’s WOM within the coach companies and the travel trade companies itself (Johannes: exactly) and as Christine was talking about, there drivers, there interaction with the offices and our booking offices is vitally important. But is also works that they then sell their tickets to the general public, so it is important that anybody comes here has the experience, that they go away saying: “I had a fantastic day”, they have had a great experience with us, so that people are thinking about booking onto coach trips or coach excursions and thinking Chatsworth well it is in their mind that it’s a great place to go so we are kind of tackling it from both sides, it is really important

Johannes: Do you have an idea how that WOM comes across, how it develops, for instance with Facebook or for instance to family or in a pub or?

Christine: I think it is perhaps more to do with friends and family that friend and family say: “Oh what a lovely day we have had”. I think it is less through Facebook.

Paul: Yea I think certainly with groups and coach companies, the average age is quite a lot higher and the users for social media is all lower than the families. But we have been doing quite a lot of things through Facebook, Twitter recently and the blog on our website. We have seen more sort of families, not young people but younger demographic I would say to having come down that route.

Christine: It is something we are aware off, that there is that sort of gap I think, a general perception that Chatsworth is not somewhere for younger people, people think it is just for middle-aged people and old and it is trying to make people feel that there is something for them and they come in and our staff are trained to find things on the house route that will be exciting to all ages. And in the summer we have had children’s trail throughout the house throughout the year, a free trail that they can take, a leaflet to look for things on their way around the house, and we have had trails a fun phenomenon in the house and in the garden which has been free.

Paul: There are also some fun things coming up for Halloween.

Christine: Yea Halloween is really exciting; with Christmas we will have a Christmas trail through the house. So we are trying to find more things to engage younger audiences and to make people aware that that is going on. Ross told us this afternoon of the appointment of an educational officer. She has recently just joint us, Ross Perkinson. She is looking at ways we can maybe reach out to younger audiences and families and provide them for things in the house. One thing we would like to do is become, is to take on the persona of a person relating to Chatsworth for your visit, so when you arrive you might be a boot boy or a chambermaid or the Duke himself and then when you go around the house you would discover what your character would have done in each of the different areas and I think that is something that will appeal to children of all ages so you might have actual children enjoying that but also 14 year old enjoy finding out the role of the footman would have been in a particular space. So it just trying to, it is the human stories I think that we find people
are most interested in. So, Chatsworth is not the sort of house where you go on a tour and all you would hear will be when it was built and what the first Duke, what he did, and what the second Duke did, you would find out about those things but it would be through the telling of human stories which find the visitors much more engaging....

Johannes: You mention this customer engagement; this customer involvement, there are obviously the woods and the farm animals.

Christine: That is something Margaret is able to do very well up there, and you will find what Steve is up to in the garden. But in the house it is more difficult, because we are dealing with historic objects, but we do have some areas in the house where people can handle things, so we have got a new interpretation room in the house this year where we have got, we actually talk about the building of the house and there is a demonstration of carved wood on, so that the basic piece of wood through the different carving and how it finishes up as a piece of moulding. And people can actually touch that, and it is looking at different fabrics so and the effect of handling on different objects, so we have got tassels and breaks and things, which we encourage, people to touch so that they can have that experience. But they can also see how damaged they have become just in one season with people handling all the time and we hope that message will then get through and that is why we really do not want people to touch the curtains as they go around the house because if all of our 500,000 visitors a year touch everything it is not going to be there for people to enjoy, so.

Johannes: It is interesting that you mention the word experience, because Chatsworth is about delivering a unique experience but also an experience that covers so many areas, so many different aspects of experiences. Yea that is very interesting.

Christine: I think it is also about turning negative things into positive things, you cannot have missed the scaffolding when you arrived at Chatsworth because this scaffolding, but this year we have been offering, because we knew that the scaffolding was going to be there, it could have a negative impact, so we built into the scaffolding a specific visitor section only to be used by them so we could take visitors up to the scaffolding and have a unique experience of viewing the garden from that level and also being able to get close to the carving and the gilding and everything so it was trying to turn that negative experience around, so that people so that people got something from it that they would not have been able otherwise. So it is try to do that as much as we can as well.

Johannes: And for instance, how important is you think is becoming part of Chatsworth, how important is that for Chatsworth, and you see it on the website.

Christine: Oh, it is really important. Paul: Yea absolutely, we have got a huge friends membership scheme and you can almost assume, when you start talking to a visitor, 9 times out of 10 you can tell whether they are a friend straight away, because the sense of ownership with the feel, and there passion for the place it comes across so strongly. They are so important to us, they are the champions.

Johannes: like a community
Christine: They are very forth-fight and frank so if they enjoy themselves it is wonderful to know about but if something there is something they do not like you know about it pretty quick because they have this passion for Chatsworth because they feel very strongly about it and a sense of ownership so if there is something happened where they are not very happy with then you know about it straight away.

Johannes: That is really good.

Paul: I mean, you can feel really guilty when you work here of avoiding the hard questions or kind of think: “Oh I quite like it, it works better for us” but the friends will not hold back and will tell exactly what they think and actually..

Johannes: that is really good, when a customer is not enjoying himself, and the person is not telling it, oh yea its nice but in real life it is well..

Paul: Ye...or they go home and they say: Oh we have had an alright day but the friends we will say: “change this and it will make it better”.

Johannes: So the friend scheme has really helped Chatsworth.

Christine: ye we have had the friend scheme for a long time now and we have a special day for them we have a preview day before anyone else comes to Chatsworth. (Johannes: like with the sculptures I saw). Yea doing things like that for them and they have the opportunity to buy tickets for our bonfire before they go on general sale, we have special garden party for them in the summer with just for friends which they really enjoy and then there is the preview day. They have to pay for tickets for the bonfire and the garden party but the preview day that we have is free and we do pull out the stops that day and we have staff on hand to talk to them about projects that are going on during the winter. We give them unique opportunities to do things, like when we had the refurbishment of one of the sketch galleries, they signed the wall, so then it was covered over, so it would be covered over for 300 years but their names are underneath it and that was really quite an emotional thing for a lot of them (Johannes: being part) when they came along to do that. That made them part of the whole, and I think that is what they love really, the feeling of involvement and belonging and the Duke and Duchess are fantastic....and the Duke and Duchess really value the friends and put time into that. So on the friends day, the Duke and Duchess will be there the whole day and on the visitor route talking to friends and making them feel very special because they are special and I think that is a genuine thing. We do feel that they are special so there is no hardship really to make them feel special (Johannes: a relationship). Yea it is a good relationship that is when we are really finding out whether something is working or not...

Johannes: I also saw on the internet that Chatsworth provides some sort of survey.

Paul: Yea there are a couple of ones. Sally would answer that one better for you I think, but we do questionnaires on certain days throughout the year that we hand-out at specific locations. We also have forms that tell us about you, feedback forms at information points that can be fill in during the day and there are a couple of surveys on by the website, I
cannot remember the name of the company that is running them but they are slightly different than from the feedback forms.

Christine: that is really useful for harnessing information and acting on it and we do get comments that come through where people have not received the service they would have liked or something was not quite right and we take those really seriously and we answer them straight away and you know we do offer complementary tickets to come back again and they will have an experience that we kind of want them to have, so we have this sort of generous brand really that we want to take people seriously and not only apologise when something has gone wrong and say I hope it won’t put you off in coming again. We actively say, here is a ticket to come back again and hopefully experience as you should have the first time. We do that take very seriously.

Johannes: Yea, you see in marketing and business in general that competitive advantages are based on knowledge these days and skills and especially with knowledge, the knowledge of the brand, and the customer knowing the experience, is very interesting. Do you perhaps know something about the hobby events that Margaret told me about as well?

Christine: Like the Keeping Chickens Day and.....Well I think that is part of our “Whats on”, I am not sure whether it will be still be called that next year but we have been working on this leaflet but I do not think it will have the same name but in that we have opportunities for people who explore their interests, their hobbies, so the farm yard really lends itself to that with the pigs and the chickens and the pony’s, the young farmers day and Steve will tell you about the gardeners days. We have had an experiment this year, in the house we (Paul: We have got the textiles), the flower arrangements in the gardens this year, but we have textiles days, we have flower demonstration workshop days in the house, most of which we are getting an outsider, a person in to deliver those. The gardeners do, do some Christmas wreaths, but they do one day of that during Christmas and those are linked in with the flower festivals that we have in the house and with our Christmas displays and it is been something that we have been working on for a number of years no so we know each other very well, he knows what works for our customers and how we work at Chatsworth. He is a flower demonstrator so he does a wonderful job at from a publicity point of view when he is going out doing his talk. So it is a really good reciprocal arrangement and they are very popular in particular with groups for the demonstrations, the workshops tend to be more individual. But they are a good way of making money for us and it is timely for something that we are doing anyway because it us the flower festival and it is works very well with that. The other things that we have advertised for that is the textile days, that is what our textile department doing, it might be something to do with historical textiles or the costume archives or it might be a more practical thing like how to set up making curtains and cushions and that kind of thing. We will go back to do one of those again this year (Paul: Yea). And then we do general Behind the Scenes Days where we do a variety of things, so each day will have a tour, a talk and a demonstration and they are really popular and we are looking at ways and new things that we can introduce because we have had visitors that have been on all of the things that we offer and they say: “yea we would like to come back again, but we have done all of those things, so what can do you do for us”. So we have been expanding on those this year so we thought of some new titles, those that will be popular.
Paul: And all behind the scenes tours have feedback forms, what did you enjoy about the day, the normal things but also suggestions for other tours. We get some of the suggestions that these (Christine: Yea) have come from.

Christine: They come through that, yea. So this year for instance, next year 2012 we are offering “a tour of the estate” which we have not done before. We have had a brewery day (Paul: Second year of Brewery Beer Day). Christine: Yea last year we had a brewery day which was hugely popular (Paul: Laughs), two of those this year and some in 2012, so that will be popular and that is working with a local micro brewery, which is on the estate so that is a nice link for them and we sell their products in the shop as well.

Johannes: It is really interesting to see, Margaret told me as well, that this type of engagement, like the brewery is becoming so popular. People want to be involved.

Christine: Yes, they do not just want to be told

Johannes: They really care about the brand and the experience.

Paul: It is all about the experience, isn’t it? And I think that is the reason why, Keeping Chickens has been so popular and wreath making has been so popular. Because there are other places where you can do these kind of things but there is a certain history and interest that comes doing them at Chatsworth, where we have got (Johannes: the brand Chatsworth)

Christine: Yea and it is the fact that the Chatsworth staff are actually delivering it, they like that.

Paul: The wreath making is a perfect example. We have a fantastic garden’s team, there is a guy called Nick in the garden who, well you might meet him later, who is well you would not image it, but he comes from a family of flower arranging and he does amazing flower arranging so he, the wreath that he makes at Christmas is just absolutely stunning. You probably would not be able to buy one of those for the amount that we charge the people to do it professionally. It is little comfort to come to Chatsworth for the day at Christmas to come and see the decorations and make yourself a wreath and take it home and hang it under your door. And it is so lovely for people to come home, you know from a horrible day of work and see the door and you really sheer up and reminded of Chatsworth as well.

Johannes: So in general, why do you think people come back very often?

Christine: hmm...(Johannes: Because of the brand) That is a hard one...I think it is because of the experience they have, I think it touches them in a very special way and that they feel that connection. We have restorers during the winter to work on ceilings or the furniture or for whatever it might be. I heard several of them say: “There is just something about Chatsworth that is different” and they can not quite put their finger on what it is, but a lot it has to do with people. It comes from the top, it is the Duke and Duchess and the whole family. This Duke and Duchess have only been living at Chatsworth for the last 6-7 year. Prior to that, we of course had, the father and the Dowager of Duchess living here and there again there was that connection and huge commitment to Chatsworth from them. So it starts at
the top and it cascades down to the staff who have this passion for Chatsworth. So all the people we hope that the visitors come in contact with, have that same passion, enthusiasm and connection with Chatsworth. And there is just the experience that the visitors receive, we hope, will make the day so special so that they want to have some more of it, it is not exactly the same, but they want to come back and do something and find out more. There is this quest for finding out more and taking off another layer of...Chatsworth is a bit like an union, and there are so many different layers and you peel off another layer and you find out another fact, it is just amazing. And even now after all the years that we have worked here, you still. There is still more to learn and discover so you are still impassionate by it.

Johannes: This discovery, as you mentioned in the beginning and becoming part of the brand and experience, that is great. You mentioned something about the people at Chatsworth, the employees, you mentioned that they are very proud and...yea proud of Chatsworth. Could you perhaps explain how that works?

Christine: hmm, I think if you looking at the practical point of view, is people like the joiners who work at the joiners shop and doing all the carpentry, they work on historical objects or they are making new things that are going into an historical setting. So I think there is a natural pride in what they do.

Johannes: It is like a creativity...

Christine: Yes, we have got that team, that kind of creativity. And we have people who might be doing work on the restoration of the house where you are looking at things like the plumbing, the electrics, all that basic stuff, that is really so key to the whole, the success of the whole is all that background, and even down to things like the signs that we have. We have our own sign writer, who, well, they are all produced electronically now, but it used to be actually done by hand. And it is that pride in the detail from the fact that we have got the maintenance team at Chatsworth, so we do not actually bring anyone in to do all that background work. We have got our own joiners and electricians, plumbers, stone masons; we have got that core of workmen here already. And then you have got the domestic team who are making sure that the house is clean and they take a huge pride in the cleanliness of the house and we get some lovely comments from visitors about how clean it is and then we obviously have our on the ground, the front of house team who are delivering and their brief really is to give a warm welcome. Welcoming people to a home, and they take great pride in delivering that, and we go off to visit other tourist attractions and for the most part we are really pleased that we feel what we offer at Chatsworth is good as it get. But you should never be complacent; I think that is the key as well. I think it is important to see what other people are doing. That is something that the Duke and Duchess are very keen on that we should do because it keeps you on your toes and it makes you aware of what the competition is, but something you want mostly when we go somewhere is something we can learn about ways we can improve the experience here and sometimes we find things we do not like and we make a note that we would not do that. Or it would not work here...

Paul: But we have come up with some great ideas, haven’t we? Sometimes they are solutions, sometimes; you have these little niggling problems that get in the way if you are just doing everything nice and smoothly. It is not huge problems, but they just occur.
Johannes: And also if you visit other places you can adjust strategies. And regarding the future how do you think Chatsworth will evolve?

Christine: I think Chatsworth is going in a very good direction, there is a difficulty really, because you want to keep visitors coming to Chatsworth but it is a balance, because if you have too many visitors then actually it is not good for the fabric of the building because you are trying to force people in, it is not good for the building and it is not right the sort of experience. So then you have got to look into ways that workaround that. One thing, that where we have been thinking about is the timing of ticketing. So we could maybe phase the visits through the house so that, I mean at the moment on a really busy day on a Bank Holiday at the end of the day, the last hour is still quiet but we have been really busy and the house has been rammed during the middle of the day so that is not a very good experience. But at the moment, we have not really got the infrastructure on the ground to be able to cope with spreading that visitorship over the whole day. So I think we would want to be looking into ways how we could do that, but that would involve having perhaps a central ticket office where you can buy tickets for all the different attractions at one location. And then visitors are not going to want to come up to the house and be told that they cannot come in for another 4 hours and then they have to go off somewhere else. They find out that out of the central ticket herb and then there would be other things available for them to do while they are waiting for their tour around the house. It is looking at things like that, it is a very simplified idea but that I think that we might move towards, in order to be able to cope with having more visitors which we really need to be able to buy new things for the collection to be able to do all the maintenance and the upkeep on the house. We also want something to do with our car park, we are not happy with the car park which moment is what do we do about it because we have got problems with the planning permission so we need to think really carefully before we do actually do work on the car park. When the visitors arrive, I think we are not happy with the way people arrive, (Paul: No), it is not something we quite want. Regarding the car parking, some of the paths are rough, the disabled car area is not how we would have wanted it to be, there are quite a lot of issues like that that need addressing, there is a lot of scope for improvement out there. So I think, I would like to think that in 10-15 years we have done something with the car park, we would have done something with the ticketing so we can phase people better through the house in a better way and that we can maybe relieve people of large bags when they come in and deliver to them at the end of the house, it is something we are playing with at the moment (Johannes: Convenience, yea). Practical ways, to make a better experience for them, and to have something for all ages in all the different experiences would be...

Paul: yea it is interesting, we went to Manchester’s museum of Science and Industry, didn’t we, and you go in and the entrance was so engaging us and lots of families and children having an absolutely fantastic time. We were thinking this is a great way to engage kids, but how do we keep and transfer something that is engaging like that into somewhere like Chatsworth because obviously we are not going to hang up plasma screens everywhere. (Johannes: yeayea copying is never good). No, No, but it is how we get that level of engagement and we do have quite a decent amount of engagement for families anyway, it is about how we extent that but also about let families know what is here and how to get them interested.
Christine: I think country houses have this sort of country image in general perception of dusty and fusty, old and nothing to engage with. “You see them ones, you have seen them all”. And that is something we are trying to get away from, and it is a really hard thing to do, a challenge. Once people have been they can appreciate that, but we have got to get there here in the first place.

Johannes: Would that be advertising or University, Facebook perhaps.

Christine: It is getting the advertisements out there. Sally will I am sure have lots to talk to you about that this afternoon but I know they are trying to make all of this fresh. And I think that is one of the reasons that we change our marketing advisors and publicity agents regularly to keep it fresh.

Johannes: Do you think that the awareness of an event (Country Fair) is that mostly through other friends of friends and more online or WOM?

Christine: I think it is a combination of online and picking up the literature on site.

Paul: I think it is a process of evolution, isn’t it. Certainly the bookings office, who received the booking and where all the bookings were coming in, that was originally I guess, 5 or 6 years it was all about the leaflets and the information that we put out. So the booking area on the website became more of a source of information for people and which in the process now in putting all those methods that are actually “for sale”, that you see and pick a booking on the internet and ring the office. And we hopefully can book them all over the internet.

Christine: It is quite nice that people can talk to that personal contact and if you have got a query than you can ring up and talk about it if you are not entirely sure about it.

Paul: It just seems that there are more avenues opening up.

Christine: Ones people have been on the day behind the scenes then we have got their information so we can sent the information out to them the following year. We hope they will see new things on offer this year so they want to come back. And its about offering things as well for gifts for people quite often we find on the feedback form of the behind the scenes day. That they bought presents for people, and we have one or two things now which are less expensive, so we have got quite a range of things that people can buy or half day things. We have got during the winter, because during the first time last year we opened up a stables complex from January to March which was the first time we did that. So we offered last year, was quite last minute, we put together a series of talks and the Duke and Duchess did one of those and they were hugely successful and it was organised in a very short spaced of time but the message somehow got out there somewhere and we got the right people, so we are doing it again this year and the Duke and Duchess are doing two for us this year since it was so successful last year. Most of those were gifts I think.

Paul: Yea that was really successful wasn’t it?
Christine: We have put the price up this year because it was so successful. Paul: yea I mean it did include lunch and everything hadn’t it? Christine: Yea it was a bargain.

Paul: What we do in the bookings office is regardless of how, we will be looking at the figures obviously every week and see what is doing well and what needs a little push. And usually if an event is not quite as popular as another one we have a chat with Sally in marketing and then they usually send stuff out via Twitter or put it on Facebook. We often see things like that, we see a routine, and the day after we see a couple of more bookings the day after. They also have a series of emails that go out to our e-list. And we are often in discussion, what is the next big event coming up, so the next one would probably be the Torchlight, and we also have Halloween, Christmas, Twilight evenings. So the next e-list going out will probably of those as a point of focus.

Christine: Yea the Twilight evening is something really nice that we have done. We have done Christmas since 2001 but since 2006 we only open the ground floor, the whole of the ground floor and the North wing, so we can get on with restoration and conversation of the state apartments and since then we have these evening openings which people do really enjoy. It is a really special evening, where they may come around and have a pint or glass of wine and we bring in choirs and hand bell ringers, it is a really nice atmosphere.

Paul: It is a lovely evening.

Christine: They are very popular. It is nice to provide different things for people, and we have got a lot of special things happening.

Paul: Yea I just booked the last choir today for Christmas today.

About the Manchester’s Museum of Science and Industry:

Christine: one of the two machines were not working, so if something is there it should work or there should at least be someone there to help you with it.

Johannes: So they mainly focused on the first part of the visit.

Christine: Ye so we thought this is going to be great, and were kind of fizzled out and thought: “this is going to be great” but...

Paul: It was such a huge complex place

Johannes: that is kind of sad because usually people the last things they remember so,

Christine: There are peaks and chops, and if there is a peak all the way through then mentally you cannot cope with it, can you. You would be exhausted. But if you have got peaks and chops, excitement and engagement then that is...
Paul: The thing we really missed is that human interaction which can be simply as much as giving you a smile or just acknowledging you. There were several rooms where we went into and there were no people into at all. And you end up feeling a little bit directed almost. And it is a strange thing, because if there were people everywhere trying to help you probably say I am actually alright.

Christine: There should be that balance.

Johannes: Yea that tiny little interaction that helps a lot

Paul: Yea, I mean that is something we are trying to get across here regardless of where you are working on the estate, you are customer facing, regardless of whether you are driving a tractor or you are on the tills or you are a guide on a route its. You are customer facing and differentiate....

Christine: One thing that struck us when we went to Line Park as well last week on the way to, well actually we were still in the house and on our way out, when we encountered some staff who were on their way home and they were still chatting to us about what we were looking at, so there was that “wanting to engage with people” and that is something I feel really strongly about when walking up from the house to your car, at the end of the day you chat to people on the way out, like with lunch now, you see somebody who looks a bit lost, you can say: “can I help you” or even having a chat about: have you enjoyed your day and sometimes....(Johannes: I can mean so much), they see your badge and think oh what a nutty woman, some random woman asking me if I have enjoyed my day (Johannes: It can mean a lot). Yea it can mean a lot to people I think, interaction on the car park.

Johannes: And it is not only that, those people can also talk to other people about their experiences, and then it connects. And in a way all people are connected.

Paul: And it is even more so now with the internet, isn’t it?

Johannes: yea exactly, thanks a lot!

Christine: You are very welcome.
Appendix 3: Staff member interviews – Sally and Chloe

Johannes: Sally, Could you perhaps tell me something about yourself and you became specialised in your area?

Sally: Yes, I left University in 1993 with a Masters in Marketing, I then started working in visitor attractions, being Head of Marketing and Communications Director and then Commercial Director in a zoo, then did some Consultancy work for other visitor attractions and then joined Chatsworth at the end of 2010 as there Head of Marketing.

Chloe: I did a History and Art degree and then a Masters in Art Museum and Gallery studies where I specialised in special heritage and I did an internship at the National Art Museum and then they gave me some freelance work and then I ended up here.

Johannes: Great! So Sally, what is your exact role within Chatsworth?

Sally: I am Head of Marketing and essentially I work for the Chatsworth House Trust which is the visitor attraction side of things which is the house, the garden, the farmyard and the events that we run, but also I am responsible for the brand and now started to work across the rest of Chatsworth in terms of the brand, and I am also responsible for the public relations and the media relations and the reputation side of things.

Chloe: I help maintain the website, social media and tracking social media and the web and the analytics.

Johannes: How would you describe Chatsworth?

Sally: To who, because obviously if I would describe it to a visitor as I would describe sort of internally or externally...

Johannes: to the visitor, customer.

Sally: To the visitor, I would say exactly the brand positioning because that is what I would say. Which is: there is something different for everybody to see every they come, there is something that will inspire people, there is something that you can engage people with heritage in terms of what is in the house and the collection. There is something for everybody in terms of all ages. From a marketing terms of view and key messages: we have got one of the most significant art selections in terms of breadth in terms of from old master drawings till Rembrandts, Van Dijk’s till digital portraits of lady Burlington, 105 acres of garden with some fantastic water features and the second highest pump fountain in the world. We have got a farmyard which is one of the first farmyards ever to be developed which came in 1973 by the Dowager of Duchess which really links farming to the estate and it is not a typical farm park and the whole programme of event to come back and have a look at from the sculpture exhibitions in the garden to the flower abundance in May which is floral festival to Christmas where the house totally transforms.
Johannes: What do you think people like so much about Chatsworth?

Sally: Locally people are very proud, they have a strong affinity to Chatsworth; they feel it is as much part of...it is theirs; they are very strong advocates...

Johannes: being part of...

Sally: They are very proud of it, feel part of it, like to show it off to people and people just enjoy being here in terms of the landscape and the setting, the grandeur, it is almost a bit of an escapism and people come, and people come a lot. When they come, people actually come back. My research shows us. So they obviously come and enjoy it and realise there is so much to see and do, that once they have been, they tend to come at least two or three times a year.

Johannes: Loyalty, relationship kind of...This is perhaps a bit of a marketing question but how would you define the brand characterises if you mainly look at the brand?

Sally: In terms of a personality, we have not sat down and defined a personality as such but we have brand values which we use mostly internally. Personality wise I would say we are, in fact can I just that board for you......While rather thinking as a certain person and certain characteristics, what we said is that in terms of brand values we have got, warm, welcome, sense of family, engaging experiencing, being boundary pushing and we have got being a “worth it” in terms of value for money. We are not formal we are informal sort of smart/casual so that could for instance tell something a person and his/her characteristics might be. We are not privileged but it is a privilege, you know (Johannes: yea a customer orientation). Yea and I think people think that, and the feedback that we have from customers from forms and social networking sites say how privileged people feel to have, how Chatsworth feels on their doorstep which links back into being proud. We are not posh but we are very special. It is not just a house it is homily and it is a home and we really do push that across, communicate. And again it is not a corporate entity but it is a personal, quirky type of place.

Johannes: Yea I have noted that also....

Sally: hope that helps because we have not really sat down and think we are Steven Fry or (laugh)...or in that kind of sense.

Johannes: How do customers mostly become aware of Chatsworth?

Sally: oww...We actually have research on that, so I can let you know exactly what that is, if I can find it, where she has put it, ah probably up here. Interestingly WOM is the highest recommendation, which I do not suppose most people would be surprised about. So from a friend or through personal recommendation, is the highest and that is around 40% of people who visited and in our most recent survey. Second about used to be the website, but that has dropped slightly now, the leaflet is becoming more important, because the reason why is because we have actually increased the distribution to new areas and we did some visitor
profiling so we actually did some analysis of 27,000 postcodes to find out, last year where our visitors came from. A high percentage, and I have got that research as well were coming from the 1, 5 to 2 hour drive time. We predominantly thought it was all within 1 hour of drive but it is not, what we actually did is to push the leaflet distribution (Johannes: a bit further). Ye a bit further out which actually then mean a knock on impact because for the first time in 2011 in the first quarter, 26% of our visitors were first time in comparison to only 6% in previous years (Johannes: Impressive). So obviously we are bringing in extra visitors. Then, following on from that we do an e-news letter that goes out once a month and that tends to be third highest in terms of how people find out about Chatsworth. Fourth highest, so its recommendation, website, e-news letter and then I do not think visitors and people can differentiate what is an adverb and what is a PR in press, because if you have seen an article in the newspaper then some people do not (Johannes: Yea, it is different then an advertisement) but then again, that’s quite, we do get a lot of press coverage.

Johannes: Moving on to some marketing question, on the website there is something explained about group visits, could you perhaps explain how that exactly works?

Sally: Group visits, yea we have a lot of visitors who come in organised groups and those tend to be, I think it is over 15 that is categorised as a group. They get a special rate, a discounted rate for coming in and a lot of them are actually come through travel companies or coach operators. Some of them are specialist interest groups and they come independently in different cars but the majority come in a coach together. We market it specifically (marketing activities) for groups, we have somebody who go visits the East Fall companies a month and provides an update and a report and we work with her to find out operators who have not been for a long time or have not been at all. So we particularly target coach operators and travel organisers, we then email them and keep in touch with them so we have a customer relationship management system in place. So as soon as they have visited then we contact them and add them to our mailing list and email them quarterly because the group travel trade book at least a year in advance (Johannes: really). Yea, because they advertise in October, November in their magazines and on their websites for visits in, so they will be advertising for next month 2012. So they do really need the information a lot earlier.

Johannes: Alright, because I can understand with groups it reinforces WOM especially.

Sally: Again, recommendation, very, very big for groups. One of the things, I do not know if we have done it yet but we will be looking at the testimonials and things for groups, eh, that we have got for the website, the only problem is, is that they are quite lengthy so we need to make them a little bit more succinct and putting them into the email that we send out to groups so that they can, it is the risk attached to that decision, will they have a really good day, will the operator know that they are going to have 30 or 40 people that will come back thinking it was the most fantastic visit, day trip I have ever been on, or is it 30 or 40 people going to be a little bit descramble.

Johannes: Is there then also a specific part which they like more than others, for example the farmyard or?
Sally: The groups tend to go to the house and the garden, we have had a lot more this year going to the garden, I think that is special interest groups as well. There is a Q-only, who are travel company and I think because it is a very good price point because they are looking for a very good value day out. And I think as the economic climate has changed slightly, and I think that the group business has been quite, has been tough because the customers tends to be more price sensitive.

Johannes: And are there also sorts of brand communities, for instance people who might be interested in particular part of Chatsworth?

Sally: Yes we do, we have specialists group like NatVas, I cannot remember what NatVas stands for. We do have some specialists groups but it tends not to be that the specialists groups really, it more tends to be people who just want to have a day out. They come for special events, so they will come for the floral festival or the floral abundance in May and they make their way to the floral demonstrations as well. And they would come again, for Christmas to see the house and they are probably thinking of going during the summer and just to be outside in the gardens. But specialist and interest groups, we have not done any specific marketing to specialist but we have done it for events in general, so we have for events, with the floral festival and things.

Johannes: And how did that work?

Sally: We produced flyers and adverbs and press coverage for all the main magazines that cover most of the interest groups form a floral perspective. I cannot remember what the titles are but (laugh), that is quite what they are. I don’t physically place the ads; Katy in my team does that.

Johannes: I saw on the website that you also have and supply a friend feedback survey, could you perhaps tell me something about that?

Sally: Yea, in fact, could you tell Johannes how many friends we have got? I can tell you quite easily. We have two different types of friends which obviously are our loyal supporters and advocate and we always ask for their feedback. Being a friend of Chatsworth is not just getting a free pass, it’s about having privileges and to see things and have previews before anybody else does. The sort of comments we got from the feedback form we monitor those on a quarterly basis, the majority of the comments that come through are, they started, they were quite a big chunk of comments to start with but now it started to tumble down because they contact us directly now. They do not really use the feedback form on the website anymore. If they want us to tell us something, they tell us because they feel that close to us so they do not, they want us to know what they think, so it is more a mediate. But it is mainly about what they perceive are valued, what they would like, how many times have they been. We have got all that on the Information Management System anyway, but it is really about the sorts of things we can do to improve the friends’ programme which we did do this year. We have now got a welcome pack, so they will receive a letter when they paid their money, they will receive a welcome pack and a little A5 booklet and a wallet for their tickets and a card. We produced more preview days, next week is the Sotheby Sculpture, there are more opportunities to refer other people and to get, they are not really
bothered about getting an incentive, an incentive for referring, they are not really concerning about the money but we do give them things like farm shop vouchers, where they can go and redeem those. We do give goal friends, specific offers and incentives across the wider estate that they can use.

Johannes: So it has really worked out?

Sally: Yea, yea! The numbers are continuing to increase on the friend scheme.

Johannes: So how many friends does Chatsworth has?

Sally: euhm, about 8000, 5000 silver members and 3000 gold.

Johannes: wow, and is still growing gradually?

Sally: yea

Johannes: Regarding the hobby events, concerning those, could you perhaps explain how that has started and how it works?

Sally: I do not know, it is on the “Whats On” guide such as the textile tours and experiences as we call them. Both of us are fairly new so they were already in existence when I started, I don’t know how long they have been in existence but maybe Christine has told you about that?

Johannes: She told me about the hobby events itself.

Sally: When I started in 2010 we looked at what we’d got in the 2010 What’s On booklet in regards to the hobby events. We look on a weekly basis on how are the sales are going and there is also an evaluation form that is available for some feedback. But for 2011 we tweaked them slightly and added some new ones in, some of them were not selling particularly well, some of them we thought from feedback actually they were getting a lot more out of it, one was wreath making, we sold out very, very quickly. We were actually giving them a wreath, a Christmas wreath for the door, a full day and having entrance to the garden and the actual price point was actually very, very low for the value.

Johannes: It was more like an introductory price.

Sally: yea exactly, so that is why we increased it for the second year. So every year we keep track on what is working and add something new, because we do not know at the moment whether the people coming to those events, are coming to more than one event. We have not looked at the management information check whether there are individuals have come to one event how many have come to one event or how many to more than one, how many have come for a number of years. Because in terms of the numbers of booking office data, the system was only introduced a couple of years ago and we are actually about to go only now train, to interrogate it fully, that has taken a while to embed in, but as soon as we have
that information we can look at it with much more insight, and what the buying pattern is and (Johannes: and the targeting), yes.

Johannes: Regarding the hobby events such as the Keeping Chickens Day it seems that Chatsworth is trying to get in touch with customers, do you think that this type of communication helps the visitors create satisfaction/value, this personal touch?

Sally: I think, again, it’s about people experiencing what it is like to do things, like the behind the scenes, it is giving people to see a glimpse of it is like to either live or work or just more information about something so they feel, that they have been able to see what nobody has seen and make them feel special. But I think it is a big part of the brand, because it is about being welcoming and providing something that really engages people because a lot of them are about learning but in a soft way and I think it is about that brand positioning: Discovery. Letting people discover, helping people discover, perhaps something that they have not discovered in themselves before by learning something new, something practical or hands-on, something out that did not know.

Johannes: This learning aspect, relationship with Chatsworth obviously plays a...

Sally: I mean learning, we do have an educational aspect for schools but we are also focused on adult learning and informal learning which this would be classed as or if you think about it in terms of, some organisations call it participating in heritage.

Johannes: so participation, co-creation with Chatsworth.

Johannes: How does Chatsworth integrate the internet into its marketing strategies?

Chloe: Well, we have got our website, I mean internet research, but we have got Facebook, Twitter, we are increasingly trying to use our Trip Advisor to get out there.

Sally: We have recently, in terms of the marketing budget and the marketing focus, we pushed it this year more onto the internet and on the e-marketing so to speak and in that sense. We use Google adwords in terms of search marketing and we monitor that very closely and we also do something called Blind online advertising and we have also done things on Momsnet which is another site. We did sponsor things with their newsletter. We have increased the online aspects in marketing, because we know that our target audience are heavy users of the internet, we also know from a presentation that was delivered to us what age groups has looked at our website, what types of qualifications they have got. Really interesting aspects (Johannes: Consumer behavioural) that we have got through. So based on the information we have had back, when we track our marketing activity, advertising activity on the internet, it has provided a much better return on investment. So therefore we have continued to push that. And equally now with Chloe on board we have started using things called Q or QR codes, and we have an app, we have an Ipod in the house with a multimedia guide on. Basically what we just have trying to do is to be a little bit more forward thinking in terms of new technology but bearing in mind we did not have Chloe in post until close to the end of April. We had 18 months with nobody at all, so we are catching, we are trying to catch.
Johannes: It is really interesting because there are also companies who have failed in social media because it you like at for instance Pepsi. Pepsi used to be the number 2 in the market and they have actually slipped to number 3 because they were focusing too much on social media. Obviously it depends what kind of product you have and what kind of company you are. It is interesting to see that for Chatsworth it is working.

Sally: This might help, we did a piece of research on the brand 2006-2007 before I joined. But the research that came out showed that Chatsworth was a quiet brand that people sort of knew what it was, where it was but did not really know what to expect when they got here. So that is why we did the brand positioning and the brand values. That piece of research also meant that a case was put up to the trustees to say we need more marketing. We need to tell people what there is to experience so that we can tell them what about the story of Chatsworth, which is all about painting a picture in the hearts and minds of the brand. And that is really where it started, we did not advertise until three years ago. So all of these lessons have been learned pretty quickly whereas other brands like Pepsi you just mentioned have always been advertising for years and years. We are only now in our third year of advertising.

Johannes: Yea, it depends on so many things, because for instance the way you imbue it with value. Social Media is not always just information it can also be that cooperation that communication.

Sally: Yea the approach you (to Chloe) have been taking different....

Chloe: Yea we have been trying all sorts of different communication things, like “Did you knows” and asking questions and judging how people respond we have been doing more of the more successful things and we also had a second Facebook which is completely passive. We post diary entries from the sixth Duke of Dunshire from the 1800rds, people are not invited to engage with it, but they do (Johannes: it is a different way of information, that is impressive). It gets attention but does not really add, it does not drag people into the house.

Sally: Well you know, it is about the attachment and engaging as well.

Johannes: Because always, if you look at Pepsi for instance, I mean if you press the Like button, what are you going to get? And with Chatsworth, it is a service and different from a product.

Chloe: We do use with what people respond with, change with how we start posting.

Johannes: If you press the Like button on Facebook, what exactly happens?

Chloe: The things that get more likes, we do more off, so the digi news was really popular. We started doing more of those; it is sort of pushing the behind the scenes type stuff on the internet.
Sally: It focuses heavily on the brand aspect of discovery and the whole idea was that you can come at a lot of different times and find something new, like secret or surprise that only you know which then means that they tell other people and increases WOM and recommendation (Johannes: yea exactly), that’s the plan.

Johannes: The “Did you know” things, could you perhaps tell me something about that?

Chloe: We did, we had a picture of a giant stone and said it was like, a size 104, sandal. And that is not the sort of stuff you would normally get from a history house. So sort of inviting...

Sally: Quirky, isn’t it? Talking about, aren’t they as well?

Chloe: And we are eventually hoping to get a Youtube channel up, which would be similar like a behind the scenes things? We have got footage of various things.

Sally: We have conservation of things happening, but equally we have a behind the scenes documentary being filmed at the moment as well, for television, for BB1, primetime.

Johannes: Wow that is big.

Sally: yea, you have to watch it (laugh).

Johannes: So in general the visitors do use a lot of internet?

Chloe: Yea, we have got 24000 on the e-shot, and over 1.2 million website visits last year.

Sally: And it is increasing.

Chloe: Yea, and all of our social media is increasing. Yea we have about 3500 on the normal Facebook and 500 on the other one and Twitter is 2500.

Sally: We can obviously increase, but we are only starting, and we only started doing it last year.

Johannes: And if you look at other touristic places in the area.

Sally: You looked at other treasures houses didn’t you? (To Chloe) We are part of the Treasure Houses of England and I think we all outstrip most of them...

Chloe: Because we put more effort into our social media and they don’t put as many...

Sally: But I think that other than most of the, we are probably one of the larger houses in terms of marketing, marketing budget and marketing expertise and visitors number. I mean, we were the fastest growing visitor attraction in 2010 with over 716.000+ visitors, so....

Johannes: Growing, growing growing....that’s good! Regarding the future of social media how do you think it will develop?
Chloe: I hope that when we get into the Symantec web that we will be linked to many other places because we have got so many diverse places, such as the art collection, the garden, the farmyard and stuff. I think that would sort of tap us into what special interest groups would be redirected to us. Just because we have got our fingers in so many mugs really.

Johannes: What is this Symantec?

Chloe: The Symantec web, when Tim Burners-Lee invented the web he wanted everything to be linked. So if you type cat into Google you would get caterpillar, industries cats and all sorts of things like that, so from a picture of Chatsworth, you would be brought into fine art and all the bits that is has to offer sort of linked in a massive web.

Johannes: If you perceive Chatsworth as a brand community, how do you think they perceive other touristic places that are related?

Sally: Well, we want to differentiate ourselves from other historic houses, so this is one thing we want to avoid, we want to avoid as being seen as National Trust or as English heritage, or that is part of an institutional sort of grouping. We want to make sure we are not seen as dusty and fusty and please do not touch, and keep off the grass but very much as it says it is a living home, there is a family living there and things constantly change and there is a vibrancy about it.

Chloe: I think we have got the freedom in regards to National Trust and are more restricting to what they put the internet and in the house. For instance with the QR code trial, for instance we got permission from the Duke and that was up in a week and that has been a really good trial. And we have got other historical houses asking us about that, and the app.

Sally: We can probably do things, as long as there is a desire to do it, we can do things quicker. We can be the first, which is important for us as well because we want to be seen as first and not like anybody else, and I think people do thing that we are like that...

Johannes: A consumer behaviour question, How do you think customer communicate their experiences with other people in their environment?

Sally: Well, there is both, we get a lot of stuff, we were just looking this morning on Facebook and Twitter, weren’t we, about the Country Fair, over the weekend, there were 106 posts on Facebook on there (responses). We put 3 posts up and then 106 responses, 11 also on Prompted something like that as well.

Chloe: We keep track of social media as well, like a dashboard programme as well, so we can see people who are uploading pictures and things like that. So we can keep an eye out on what people are doing.

Sally: We also track comment cards that come in, that people are invited to fill in when they leave the garden, the house and the farmyard. We do a monthly review of those, looking at trends, positive and negative and specific comments that come through because people
sometimes use those, as a way of explaining to us how they feel. And again, we respond to all of those that either we think are either we think it of value that we can implement or a complaint that we need to deal with. So we track those and then we also have the customer survey. But most of, usually we do not have problems with people telling us what they think. We get so many nice letters and thanks coming through and if we get a complaint that comes in then we treat it very seriously and pass it around and comment and respond to, and we get a lot of emails coming through to the email and enquiries. And if we get more than 1 complaint about something then we take it as very serious.

Johannes: So how was the event last week (Country Fair)?

Sally: Great, we had the Red Arrows flying, we had the first time since the accident, almost two weeks ago, we had a significant amount of interest because of that. We only knew that on Thursday afternoon and on Friday the event started....And it has been in its 30th year so it has been growing over the years and we had some great weather and we had some fantastic feedback through Facebook saying it was the best one ever. There was only one complaint that was due to the traffic and that is because everybody left at the same time since the Red Arrows was on. But also, the other thing about it was people that come to the fair to watch the Red Arrows double parked on all the local roads around Chatsworth, so that is why the cars could not get out. So actually that had nothing to do with us. But as soon as we get any comments on Trip Advisor or Facebook, a negative then we obviously respond to those as much as we any sort of, and if get anything on Trip Advisor that we think is a little more peculiar and justified than we have to contact the moderators but we keep close eye on that. Because sometimes it can be one of your competitors can’t it?

Johannes: Yea, you never know. In relation to five years ago, how do you think customers have changed?

Sally: We did not do any research 5 years ago, so I do not know unfortunately. Well maybe there actually is some research from 5 years ago but I have not looked at it. I think probably somebody like Christine or Margaret can....Because no one in the marketing team has been around for 5 years. More families though I think, I would assume so, more families, because when we looked at the research recently on the customer profiling it is definitely more family , with younger children coming through, usually it was much more an older demographic.

Johannes: For instance in the marketing literature, people have become more proactive. And right in the literature it is not the firm that created the value but the customer and firms basically facilitate that value creation.

Sally: And what we are looking into specifically is to engage children and families and some of the visitor experiences when they arrive in the house, the trusting, trails in the house, the programmes of events that you can enjoy with children and enjoy a day out and it is not just a place to look around if you are an art lover, because if you are then...
Johannes: And also the employees, they are very proud and passionate, communicating the brand and helping and giving a personal touch to the overall experience, and it seems from a marketing point of view that that is also very important.

Sally: Yea that key message, we actually have a staff refresher session of the beginning of every year and they key message for this year was about “Sharing” stories, secrets and surprises with our visitors, human stories. Again going through some of the research we have done on the brand, it is about the people that make Chatsworth as well as the building. So it is about the service aspect and not just the house which refers back to this paper, commodity and service and how you can create that sense of value for the people who arrive with it. That was the key message for this year.

Johannes: Yea it is interesting to see that element of teaching from a customer point of view.

Sally: Yea the Keeping Chickens Day is a new one this year in regards to what the hobby things are. Because the farmyard was set up in 1973 to link farming on the estate and to help children understand where milk, eggs and beef burgers and all these sorts of things came from, because at that time a lot of children didn’t. It kind of dawned on me and the marketing team, that there was nothing about being self-sufficient or having your own animals or a natural asset. There is actually a much stronger asset with farming than most of the commercial farm parts. So we developed a Keeping Chickens because they have been tremendously popular and a lot of people like to have chickens in the back garden and have their own free range eggs equally keeping pigs has been really popular too. So it’s great, it is also for a different audience isn’t it, because the parents come with their children to the farmyard and then they see these things and actually like to do that and in fact increasing value for the customer (engaging)...(Johannes: and there is that personal touch). Yes and linking it to the farm shop as well for us because when we started with the branding is to have a sense of destination because before Chatsworth was mainly been known for their house and garden and well the farmyard was kind of when you come to the house and the garden, you find out about the farmyard but there was never any push on the wider offer of Chatsworth because from a visitor point of view or from somebody who lives here locally they do not just think house, garden and farmyard they just think Chatsworth and they think of the garden sentry is not run it as a tenancy and they think of the hotels and the deer in the park and the fishing, the farm shop and its all one thing for them so we are trying to, I am pushing to make it much more joined up and seamless and that is why we had the new homepage on the website which sells it as a destination. Actually we are trying to pushing the idea that you can come here for a couple of days, a short break, there is so much here to do, it is not just a 1 day thing, and also the fact that we are trying to create the value through the marketing messages and image that it is a must see things to do, come to, you really must, it is not just a great value day out, you have got to do this. You have got to come and see it.
Sally: The other thing as well I say, is my predecessor was here for 19 years and was not a marketing person, he was very much, very good at public speaking, very knowledgeable about the house and very interested in a different experiences so when I came here it was much more a marketing role. So within, it takes you at least 6 to 8 months to work out what on earth is going on, because, it is not corporate here, there is quirkiness in the way things run and there is not always a management information system that you would expect in bigger organisations or organisations of the same size, because over the years, this organisation has not been thought of as an organisation because it has been a family home. But yea it is a business, I suppose what we are doing now is suppose 12 months on is that we are putting some firm foundations so that therefore we can do some of the fabulous things we all aspire to do.
Appendix 4: Staff member interviews - Steve

Johannes: Could you perhaps tell me something about yourself and how you became specialised in your area?

Steve: Well, I grew up on a farm in East Anglia, and my parents were farmers and my grandparents had small holdings so it was sort of natural to work outside, either growing something or nurturing something outside and I do know where gardening came from but ended up going into gardening at an early age and worked up my way up through, usually through local colleges and the National Trust, working my way up through the garden. It is something I have always enjoyed doing, like growing things and being outside, just seemed to be the perfect combination.

Johannes: What is your exact role within Chatsworth?

Steve: My role is Head of Gardens and Park, which means I look after the garden, which is the 100 acres around the house but also the park which is around 1000 acres, the things that you see when you drive in but also the woodland behind the house. So I oversee the management of those, the care of those but also any projects or developments going on in these areas.

Johannes: So how would you describe Chatsworth?

Steve: Chatsworth, I suppose for me the complete estate, we have got everything. There are not many places where we still have the wider estate in terms of farming, tenants and woodland but they are not the heard of it. Around the garden, the house and the farmyard, farm shop and everything else that is going on, we have got a bit of everything going on. So any visitor comes, can pick and choose, and some people like gardens, the other the history and the collections and we have got young family who can go to the farmyard and playground or if you do not want to do any of those you can walk and explore the wider estate, so for me it has a bit of everything. And the nice thing for me is coming from the National Trust where you know, run by comities and curators and everything else; we have got the family and the Duke and Duchess. We have got the history, we have got that connection, a continuity of ownership and we have still got their involvement. I saw them this morning for a couple of hours, 3 hours with them, choosing and deciding on things and looking at what we are going to do in the next few months. And it is really nice to have this personal touch that a lot of places do not have and other places tend to become more museum like where they do not have that personal and family touch and involvement.

Johannes: Personal touch of the Dukes

Steve: Yea the personal touch of all the Dukes, like you say, just this one, it is nice to tell the history and go back to the Dukes and all there marks on Chatsworth and also that gives us great opportunity to tell a story about what each one has done. The changes they have made, how they are influenced by the fashion at the time or by how wealthy the state was
or whatever the different thing was, that allowed them to develop. A lot to pick and choose and a lot of stories to tell to people...

Johannes: Why do you think people like to visit Chatsworth?

Steve: I mean, obviously the setting, when you approach it, where it is surrounded by the amazing woodland and the setting of this amazing green park. The setting, once you are in it is the wow factor and the scale of everything and what attracts people before they get here? Probably just the fact that, I suppose we are, we claim we are boundary pushing. To some degree we are, for instance, this weekend we had the Country Fair which was the size of any East County show but any other weekends, there is a plant fair this weekend coming, there will be a sponsored walk or a concert in the garden, or there will be, there is always something different going on so it appeals to all the different markets and also obviously Christmas, a big one coming up. A lot of people coming to visit for Christmas, so I suppose externally I would hope that it is seen that there is a lot going on, so it appeals to the whole family, you can bring kids and the grandparents kind of thing. But all the people get here as I say, the setting is amazing, and then I hope the information and welcome, the way staff are with visitors is what means they come back again, and I think generally, I mean, not every staff member is going to be smiley and bouncy out there all the time but all staff (Johannes: That is the idea, right), yea, that’s the aim and I think we are going more in that way in terms of being open and (Johannes: more customer oriented), yea more customer orientated, but what everybody shares, even if they are not the best, because some people are really good at that and some people aren’t so good in that, but what everybody shares is a passion for Chatsworth and the stories. The sculptures in the garden at the moment, everybody has been talking about the sculptures because all these monumental sculptures from Sotheby, everybody gets a buzz about it and anybody ask and pick their favourite and that’s great because then the person in the kiosk at the car park or the person talking to someone at the show house or somebody here, the gardener can all say: have you seen this sculpture and have you seen that?

Johannes: Do you think that they are also think that there are specific groups that for instance gardening, like big communities kind of?

Steve: Yea, I mean there are, I don’t know whether we, we probably get a lot around the sculptures perhaps, that specialises but probably the majority comes for the whole overall, they want to do everything. The whole is Chatsworth, if you took the garden of Chatsworth away then it probably would not, but obviously there are specialists who come look at something in the garden. But I think people generally come because its linked to Chatsworth whatever they are interested in but it is at Chatsworth. Most things you can go and see elsewhere, there are not that many completely, absolutely unique things to Chatsworth but the things is that Chatsworth provides the whole experience. So I personally think generally a lot of our visitors are most interested in the facts of Chatsworth than in the details. The fact that we do so much, that we can tick so many people’s boxes that we attract a whole broad range of people.

Johannes: So why do you think a lot of people return to Chatsworth? Because customer come back, this customer relationship kind of idea.
Steve: It must link to the diversity of what is going on, in terms of I enjoyed this today, have you tried that, have you tried that. One of the things we are starting to look for in the garden, something that the farmyard is doing really well, is the experience days where people get a bit more involved. We have started doing them in the gardens, wreath making course, behind the scenes days and those sorts of things where people can come and get a bit more under the skin, you know people come once, they come twice because there is something interesting because they have not seen it all, but to get them back the 4th, the 5th time you have got to give them (Johannes: something different) a bit more tempting, a bit more information (Johannes: the learning). Yea the learning and the behind the scenes days, but you know those sorts of days appeal to a lot of people because they can either take away some knowledge that they can use in their garden, in their own house, their own farm, animals, small holding or whatever or it is a social things in terms of they get to meet a lot of people, they get to do something they enjoy doing, if its gardening they make gardening their home but in case they do it here who are all enthused and the other thing that we are all, I guess everybody has a bit, is they like to see, a behind the scenes (Johannes: special), a bit special, seeing what is going behind closed doors, give a few hints and tips, hints about the Duke and Duchess and stuff that makes it a bit more special. So I think that combines by often those specialist events we can get people to take a real, you know we have Chatsworth’s friends, who pay money, and it is having that ownership, it is having not that just being a visitor but being part of it. It works really well, and we are building on it all the time and it seems to have got quite a good following.

Johannes: Being part of Chatsworth, that a very big thing, it seems.

Steve: Yea, I think so, I mean I came from the National Trust; we had three million members, I believe it was. And all those people paid their money, and were members and thought they had a bit of National Trust but it is actually, because these people often actually actively come and get their hands dirty or get to go through tours through houses that normally are not open (Johannes: It gives a different feeling). It is more personable, yea, and I think thats what, I mean we have the Friends of Chatsworth and even they, they have a garden pass in the garden where it is just them kind of thing, exclusive access. So it is that... [being part] that is really important to Chatsworth. It is a horrible phrase but that sort of family feeling in terms of they belong to it, I think it is something Chatsworth has always cultivated and hopefully continue to cultivate and work for them sort of thing.

Johannes: You mentioned those hobby events, how do they exactly work, for instance with gardening.

Steve: It is very new for gardening. We have done it now for three years and we have done 1 or 2 in the first year and have grown and grown and grown and tried different things. I mean for us, they are usual tasks that we would be doing anyway. So there is so something, whether it is out of the aim (ahh so helping, maintenance), Yea kind of, it is probably not work that we would have done ourselves, but we do not want to have to create things, not falsify things, what we want to do is to do something on the natural time it would be happening and actually need to be done. So for the boulders days, we have one in spring and autumn, we always try to do when we do our bedding and changing over this place, or the
alter, so it is a big job going on, a lot of interesting aspects to it, a lot of things people can take away. And also it is good fun, because you have a big crowd of people and you cannot get to boredom in a short time of space. Well big, we are only talking about 12 to 15 people, it is not big but more in terms of you know a normal garden team is 2 or 3 so this is a much bigger team and what we try to do is to split the day so a part of it is that hands-on, working in the garden and doing, what we are normally doing on an average day, that day, but the other part is, we sort of build in is the time to give them tips and help us, inside. So they are doing boulders and what we do in different times of the year. They are doing floristry they came along and made a table decoration of a bouquet with a, two people that are specialised in floristry in our team but they also look at how we cut our flowers and how we install them, and how we do this. We are trying to give them a lot of knowledge in one day but at the end of the day, they go away with either an experience in terms of working at Chatsworth saying you contributed to a boulder or going away with a physical bouquet that we have made with the gardeners of Chatsworth, so it is that unique.

Johannes: It is not only Chatsworth but it is also doing something...being involved and contributing...

Steve: Yea and giving them that extra information when they are going away. And sometimes it is not hard factual, cultural knowledge, it is just hints and tips, like this works for us kind of thing, and a lot of people really enjoy that, that sorts of tips.

Johannes: In terms of marketing this is where it is going, this collaboration with the firm and the customer. These kinds of events are perfect examples of you collaborate with the customer in an individual way. Have you actually seen customer coming more often to those kinds of events?

Steve: We had one experience and said to us, they loved it so much, that is what they wanted to do, they wanted to come on this course and learn about that but then they come back and pick something different, not something they would necessary they would book on originally but they enjoyed the first day so much they wanted to have a similar day. We are still kind of chopping and changing, so we are trying to what ages group, teenage type of groups but that has not worked really well. Our market is definitely the people who have time to garden and that is where we have to pitch our events in the future. And hopefully we will get people back and want to see how things develop and that is one of the things I guess we do, is that we tend, we want to do more with school groups, in particular with school I suppose is that building in, and they come and work on an area and come back later on the day and do, follow it up in spring or in autumn, with plants, and see how it is going (Johannes: like a programme). Yea, so you can follow it up, but that works really well with school groups but that is not so easy, but what we may do, and the discussion we are having, and something that we could easily do is to split it up into basic, intermediate, you know, so people come along and work their way up in terms of their knowledge and experience and keeps us on our toes as well. It could be a good thing, to try and live up to those expectations. But I think that might be something we will do in the future, that is particularly for the experience courses and probably what you are talking about. I hope that we can get into a position where people do come back and continue to, I think the farm yard have got
more of a structured format and that is probably where we will end up as well. Right now, we are just testing the water and see what we can deliver and what people are interested in.

Johannes: So there is definitely a potential there, more regular events or,

Steve: We can definitely do more specialism, because we have things like the winery for instance where we grow the grapes and we have gardeners in there who have that special knowledge, so in January we do this, in February we do this, in March we do this (Johannes: makes it diverse as well). Yea exactly, one particular person will be interested in that and then you can do something completely different and target a completely different market. And the kitchen garden is an obvious one, where most people often now aspire to grow their own food such as herbs or whatever it might be (Johannes: grow your own food) and that is definitely something we could (Johannes: tap into), yea dive into. People that taste it, from everything from how to establish and raise your vegetable bed to specialising in, whether it is cut flowers or how to grow exotic fruit, it could be very specialist, have a whole range of things, on our part it is setting it up, but once they are set up and you know how to run them then it is pretty easy (Johannes: So there is definitely potential there). Yea, a lot of places are doing it (Johannes: oh, really), yea or at least starting to, yea like some of the more special places, like cultural places like the RHS places, but I think we have the unique thing and when people come they tend to, they have a whole day so they come along and from 10-4 they do whatever and then they are going to the house afterwards (Johannes: So it is a more complete experience), yea having this whole experience with this specialist bits.

Johannes: But in the future that would also be something that you would really only focus on growing exotic plants for instance like the other courses and events you are doing?

Steve: I don't know, whether we, I think that we can do things that are completely unique to Chatsworth and trying to keep it that way (Johannes: Yea, so do the things you are good at, so why change it), yea exactly. It would be very easy to do, you know, a lot of places are establishing a lawn and that sort of stuff (Johannes: Like Starbucks making bread for instance), we don't ever establish a new lawn at Chatsworth so why give a course about establishing a lawn. But what we do well, is this, so that is what we should be, and it could be something really basic, you know, like down the glasshouses in terms of we make our own compost right through, this is how we do our potting mixes, this is how we...

Johannes: Yea, and it is that personal touch that you get when you actually, that Chatsworth touch that you actually get when you work together with the employees). Are you for familiar with magazines and websites in your area?

Steve: It’s funny, there are, in terms of the public, we have tied up with them a few years ago with English Country Gardens or something where they are, sort of on the news agent shelf, and then they actually organise it and they had a special readers day and have an exclusive day at Chatsworth and you are going to do this, this and this. We have done those sort of things, I suppose from my point of view and Chatsworth point of view what they tend to do is that they are done by a third party and thus tend to be very expensive because they are done for a third party, whereas if we deliver it direct people get value for money, because they are coming to us and it is direct sort of thing. They are paying for our time so
you like. But there are huge cultural places where it could be advertised but I personally think when I go back to that thing and the unique selling point of Chatsworth, so we should sell it through our own marketing website and our own sort of bulletins, website, Facebook, blog etcetera whatever it is rather than (Johannes: Collaboration), collaboration because their readership do not necessarily have the same interest and passion for the people that want to come to Chatsworth and know about Chatsworth. I am not saying it won’t work but I do not know if we need to.

Johannes: So in the end you do not think that for instance the farm yard, the garden, maybe the fishing and other aspects of Chatsworth that they are not becoming like single entities. Or that they are more like one unifying...

Steve: Yea I think so, and we have got the “Whats On” guide that covers a whole lot, it is not just aimed at gardeners or just aimed at farmers it is aimed at everybody who is interested in Chatsworth. Look at this range of stuff, and even if you are not interested, it is your uncle Billy (Johannes: He just has to be a little bit interested). Yea, yea exactly, you obviously need something there but not, but we are not going out (Johannes: like mainstream). Yea we are not going out to special cultural publications and say: we are... Because there are big organisations, cultural places, special colleges who do that (Johannes: different market), yea that is a specialist. What we are doing come a day to Chatsworth, and Chatsworth is that, so I think we need to, not that we have not associated with them in the past but I think we have enough, we should alone, we have enough, we should be able to stand alone, I would hope.

Johannes: How do you think people communicate their Chatsworth experiences to other people in their environment, so for instance is that through online or is that through talking, so for instance you have those bus groups, how do you think they communicate their experiences, like for instance in a pub?

Steve: I guess most of it is by WOM, we have got Facebook and Twitter now and they are getting more populated and most interest but still it is quite small market I would have thought if I look at the 3 quarters of millions of visitors of Chatsworth, or whatever it is. The percentage that would actually put up a comment on Facebook or Twitter is very small. So, most of it is going to be WOM. I mean in terms of bus groups and coach groups is that, we are on a circuit if you like, we have these tour operators that set these things up because they know that if they pick Chatsworth that people are going to happy and it is not too long so this happens automatically, and the coach organisations are the ones doing the work actually, they go out and sell it to whoever they sell it and fill up their coaches and bring people here. So it is almost, we do work with them and we do help, but almost they are doing that (Johannes: independent). In terms of our general visitors arriving it has got to be WOM and then it comes back to giving them the best experience and giving them to smiley face and giving them all the information so you know then it is talking to the family and keep the word spreading. So I suppose, it will not be always but certainly at the moment and into the future our biggest asset is what people, the image and people are leave us with (Johannes: brand identity and being part of it), and it is all that simple things like brand identity and we have done a lot of work on in terms of “whatever they see, wherever they go, they know it is Chatsworth”, so whether it is our farm shops or whether it is one of our hotels or whether they are on the park, the information is there and people go away, oh it is
Chatsworth, and that they won’t go away and like “ohh I went to a Park to other day”. So it is trying to beef up the Chatsworth identity and whether that is really basic stuff whether that is making sure the logos are correct so people know where they are at, because people do not always right through to make sure that the messages are there about the diversity of the estate, and on the things we are trying to do in a very small way is like up at the farmyard for instance is a having some small areas where, so we can show that there is a garden, this is a representation of our kitchen garden and trying to get our message from our farm shop between the farmyard is that they each other exist kind of thing. So you know not quite here is an animal dead or something in terms of when people go so they know that there is a whole estate out there, something they can go and explore, and that is something we get better at and that means that everybody knows they can take away that Chatsworth experience and talk about it. So we just need to continue to do that across and everywhere, that standards are the right level and the message is right, that everybody gets the same experience, hopefully.

Johannes: If you look at gardening, what are like connecting hobbies that people would also be interested in?

Steve: I mean the biggest on I suppose, apart from the garden and the park, nature people, outside, nature conservation and green, and getting out. I do not know, a lot portion will probably come to the garden, are not really gardeners, they just want to be outside, they just want to hear bird songs and see green things, yea and fresh air and everything else. With the family, there is a danger of putting someone in front of the TV. Go and run on the lawns and hear the birds sing and see all the freshly produced things, kitchen garden, sold at the farm shop, and all that which I think is kind the things you grow on your own, which is kind of fashionable I suppose and will hopefully be foreseeable in terms of sustainable and green.

Johannes: I am just for instance looking at the characteristics of people who really like gardening for instance, what hobbies they would like and how they connect.

Steve: I suppose that is the biggest one, but other than that, I mean suppose Chatsworth is about history. But firstly if anybody is interested in multi-cultural gardening they love the outdoors, they love the nature and all that sort of stuff, like the whole experience, like everything (Johannes: So being outdoors). Yea that is the biggest thing
Appendix 5: Netnographic data

Utilized sources (present in reference list)


<http://www.tripadvisor.co.uk/Attraction_Review-g209968-d213894-Reviews-or90-Chatsworth-Bakewell_Peak_District_National_Park_Derbyshire_England.html#REVIEWS> Last accessed September 2011

Thisisderbyshire, (2011) We’d Rather See Chatsworth than the Pyramids. *Thisisderbyshire* [online]
<http://www.thisisderbyshire.co.uk/d-Chatsworth-pyramids/story-13349511-detail/story.html>

Lesley, (2011) Damien Hirst at Chatsworth. *Designboom* [online]

Juxtapoz (2011) Damien Hirst Chatsworth House for Beyond Limits. *Juxtapoz* [online]

<http://www.cricketnetwork.co.uk/boards/read/s59.htm?104,11904669> Last accessed September 2011

ForeverForged, (2011). ForeverForged. *Facebook* [online]
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UpHillDownDale (2011) Beyond Limits at Chatsworth House. *Uphilldowndale* [online]


**Chatsworth House**

The Stables courtyard has been transformed with new chairs chosen by the Duchess. What do you think?

![Chairs in a courtyard](image)

Like · June 9 at 4:26pm

50 people like this.

**Fatima** I love them!!!

June 9 at 4:27pm · Like
Annette  They would have looked beautiful in dark Green...do love the pattern :)

June 9 at 4:28pm · Like · 1 person

Trish  They look great :) I love the colour and the design

June 9 at 4:32pm · Like

Sirah  Her Grace has great style!

June 9 at 4:32pm · Like · 1 person

Síle  Well they won't get lost in that zingy colour - though I'd prefer a colour that looked less like those plastic childrens jellie sandals.

June 9 at 4:34pm · Like · 1 person

Jacqueline  Im liking these and thinking they would look good in my garden...!!!Only hope they are big enough for generous bottoms!

June 9 at 4:36pm · Lik

Fi Farmer  chic!!

June 9 at 4:37pm · Like

Tiffany  The woman has amazing taste. I have similar chairs on my front patio!

June 9 at 4:39pm · Like

Amy Patricia  Would have been cooler in the Chatsworth blue, but jolly lovely

June 9 at 4:39pm · Like · 1 person

Marie  They look great - we visited the farm and play area on monday and were very impressed by the organisation and attention to detail

June 9 at 4:41pm · Like

Elaine  WOW ! Love them :o)

June 9 at 4:41pm · Like

Andrew  It's a lovely venue and the new chairs look great.

June 9 at 4:42pm · Like

Hilary  Very nice and I'm sure they will leave a lovely pattern on one's bottom :-)

June 9 at 5:04pm · Like

Anthony  Should have gone to Specsavers. Didn't she have her guide dog with her when she picked them. No, I'm glad she's moving with the times and picked a unique design. I just wish more people in her position could be as bold.

June 9 at 5:26pm · Like · 1 person

Pamela  Lovely pattern, super colour BUT are they comfortable? That's what counts in a chair!
June 9 at 6:18pm · Like

Deborah I prefer a more traditional look, and am a friend of Chatsworth to admire the history and dream of a time gone by, not to be surrounded in IKEA type furniture and modern art... sorry. Would love Chatsworth to keep with tradition.

June 9 at 7:02pm · Like · 1 person

Denise They’re awful! I agree with Deborah Rivers - keep our beloved Chatsworth traditional!

June 9 at 7:08pm · Like · 1 person

Barbara Agree with Deborah who has also commented. Too much "modernisation" of Chatsworth when it should be retained as a traditional setting. Chairs look awful, dreadful colour, very uncomfortable and an obsession with pinks and purple colours as in the Carriage Restaurant. AWFUL!!!!

June 9 at 7:11pm · Like · 2 people

Barbara The current Duke and Duchess seem to have lost the plot as to what Chatsworth is about - TRADITION - not fancy abstract paintings, awful chairs and terrible colour schemes.

June 9 at 7:15pm · Like · 1 person

Andrea Agree with Barbara above, Tradition is what Chatsworth is about that's why so many people visit, it's what makes it such a special place. The Dowager Duchess had it right!!

June 9 at 7:27pm · Like · 1 person

Lynne saw them today and love them!

June 9 at 7:37pm · Like

Kate They are FAB!

June 9 at 7:37pm · Like

Iona V.nice. Impeccable taste, of course

June 9 at 11:46pm · Like

Barbara t No taste whatsoever. Awful design, awful chairs and totally out of synch with the beautiful place which is Chatsworth.

June 10 at 6:39am · Like · 1 person

Chatsworth House Great to hear so many comments. As a living family home, Chatsworth has always got people talking as each Duke and Duchess make their mark. We always love hearing your opinions. PS. Pamela, yes they are very comfortable!

June 10 at 10:09am · Like · 1 person

Lourdes encantador, mas preferia estar ai pra testar.....

June 10 at 12:14pm · Like

Arthur Let her grace have her chairs it is her home and both the Duchess and Duke should be allowed to make her mark as his parents did I’m sure eyebrows were raised when the dowager set up the farmshop but look at how good it is now! I just wish the Buff cochin chickens were put back in the gardens!
Margaret  I sat on them yesterday.. They glitter in the sun, sparkle in the rain. They're comfortable and don't leave a pattern on your bottom.

Síle  A photo with the chairs within their wider surroundings would perhaps put them in context. One thing for sure-they are original and get people talking!

Deborah  Last thing I will say .... I for one will be very disappointed when I walk into that stunning courtyard full of history and tradition and see those chairs ,and that pink carriage room . If I wanted to see Modern art I would go to a gallery . Chatsworth doesn't need gimmicks and whilst I understand it is their family home , we pay huge amounts of money to be friends of Chatsworth and to attend all the shows etc , and we do so because we love elegance and tradition and the history of the place . I would ask the Duke and Duchess to consider those of us who are not fans of modern art and modern sculptures too , and perhaps consider keeping it all in one part of the house and leave the main rooms modern art free ! ... Just my personal thoughts: xx

Barbara  Well said, Deborah

Síle  I think it's challenging to see modern art in places round the house where you would perhaps least expect it. I like the contrast. the 'wow' factor and seeing something with a different eye. I find the pink carriage room hard on the eye and too 'loud' for the atmosphere but Chatsworth has always had contemporary art and sculptures: it's a living place and reflects it's owners passions and interests. Some we share, some we don't. But it's never boring, that's for sure!

Marian  I think the colour of the chairs really add some zing to the stone walls

Paul  Style over comfort.

Joan  Sorry, but I think they are disgusting in that colour , Just not right for Chatsworth.

Daniel  Oh roll over you lot - they took me a few blinks to get used to looking at them but all credit to Her Grace for picking them - funky as my mother would call them! I look forward to seeing them for myself when I visit...and soon! :-)

Elaine  They looked stunning when I walked into the courtyard yesterday ...and very comfy :o)

Sirah  Well said Daniel!!!!

Sirah  Elaine, thankyou, someone who came, saw and 'politely' told the 'moaners', what's what! ;-)
July 28 at 11:36am · Like

Karen I think the chairs are fab and whilst they will not be there in a hundred years, I hope some of the more modern art will be. Each generation has added something to today's character of Chatsworth and long may it continue. I thought I was wonderful to see Henry VIII's rosary just a few steps from the modern portrait of Lady Burlington. Chatsworth appeals to all ages for it's willingness to move forward whilst retaining the past.

August 2 at 8:26pm · Like · 1 person

Zoe I thought they looked great. Bit of modern with the tradition for all tastes. It's not just 'oldies' that visit Chatsworth you know and the modern art encourages young people to come and learn some of the history. You can never please all it would seem. x

August 19 at 4:24pm · Like

Not utilised websites (websites without comments or additional information):


http://www.guardian.co.uk/artanddesign/2011/sep/08/damien-hirst-sculptures-chatsworth-house


http://www.zimbio.com/pictures/7541AcBcJWp/Sotheby+Launch+Their+Sculpture+Exhibition/VFCWlidb8Qx

http://www.guardian.co.uk/artanddesign/2011/sep/08/damien-hirst-sculptures-chatsworth-house

http://www.telegraph.co.uk/culture/culturepicturegalleries/8752844/Chatsworth-House-Beyond-Limits-sculpture-exhibition.html?image=1


http://www.visitpeakdistrict.com/events/

http://www.tourist-information-uk.com/chatsworth.htm
Appendix 6: Hobby Event: Keeping Chickens

The day started at the entrance of the Farmyard and Adventure Playground at Chatsworth, where a staff member was present to welcome the registered visitors. After this initial contact, the group including myself were brought to a large barn where entry for regular visitors was not permitted.

Inside the property, people were able to relax and get a cup of coffee or thee. As part of the three hour programme, people were provided with a sticker, on which a person had to write his/her name as part of the introduction. The participants were then invited to sit inside a circle and await further instructions (enjoy the cup of coffee or thee). At one side of the circle a table was located with objects and materials.

In total, 14 visitors were present (the max), aging from approximately 35 to 60. People were all wearing outdoor clothing with strong and special shoes. There were four couples and six people had arrived independently.

Introduction round

When all participants had taken a seat and wore stickers, two members of staff started introducing themselves and providing information about the Keeping Chickens Day programme. After this small introduction, people were invited to give an introduction of him/her and also answering the question “why you are here” and “what you like to get out of it”. From the introduction round it became clear that a personal and engaging approach was taken by the staff members, to let the customer feel recognised, comfortable and at ease. This furthermore strengthened the connection with the audience and invited the guests to ask questions to staff members. More interestingly, the relation between the customers also facilitated, generating a social bonding and aspects of community. The participants looked greatly interested in hearing stories of each other and people started smiling and asking questions such as “where are you from” and “Ohh that is very close to my village”. The overall atmosphere was friendly and people seemed to enjoy themselves. The guests furthermore came from around the area (small rural villages) of Chatsworth and are
thus particularly involved and interested in Chatsworth its wellbeing. It also seemed that some participants knew the two members of staff and even names of certain animals that we approached later during the event. Most people answered the two additional questions in regards to having eggs, having chickens as a pet or for their meat. One lady (+35 of age) told the narrative about her husband and two children, saying that she thought it would be nice to have chickens around the house. Another person was a farmer and was particularly interested in breeding and having chickens on a large scale for eggs and meat. In general, the aim of having chickens was hobby related and the additional benefit of having eggs.

During the introduction round I was introduced as a marketing researcher from the University of Nottingham with a particular interest to enhance the overall customer experience (Appendix 15). In addition, the manager of the Farmyard and the Adventure Playground communicated during the interview on the 6th of September that I was not allowed to interfere or ask questions during the Keeping Chickens event. Due to this restriction I followed the group and stayed in the background.

After all the participants had introduced themselves, the two staff members started explaining theoretical and practical information of keeping chickens. Since it was a group orientated process and due to sitting in a circle, an engaging form of operant resource dissemination developed. The customers were constantly communicating and asking questions to staff members. In addition the staff members showed items and passed them around for people to have a look at, “ohh that is handy for at home” one lady mentioned. Also, a lot of narratives from experiences were told by mostly staff members but also by participants. This made the communication process even more personal.

During the information session it appeared that over time the visitors started to feel like a team. Most members already had some experiences with either keeping farm animals or having pets in general, and one gentleman (farmer) even with chickens (small scale). The two members of staffs were acting to really help and provide the best possible service and experience to customers.
General practical session
After the introduction session and the information session which took one hour, the visitors were invited to go to the poultry, to spend time on the practical side of having chickens. From the moment customers were able to see the chickens, it seemed that their interest and eagerness to have chickens reached a higher level. Since people were not sitting in a group, communication between participants increased. It was apparent that people preferred the practical side much more than the theoretical side. Customers were taught how to pick up a chicken and how to keep one on the arm and this enhanced the communication among participants. “Oh they are so nice and sweet” was the common phrase of interaction. This facilitated the communication to such a level that once the connection with another participant was made, more complete interactions took place about personal experiences and the desire of having chickens around the visitor’s farm or house.

During this part of the event, people started to ask me questions about my visit and whether I would be interested in having chickens. The response provided to the participants was obviously positive and that it was interesting to learn how chickens can be kept.

Little chicks
After the general practical session with chickens, the group was guided to a small cabin of small chicks. Every participant was given one little chick to enhance the connection of having chickens and the experience of the event even more. Additional information concerning having chicks was provided by staff members, however it seemed that 9 out of the 14 participants were more interested in holding their given chick than the information that was given. The team feeling and communication was now at the top level and people seemed to enjoy the experiences. The discussions among the visitors were mostly about the purpose of having small chicks and how nice it would be to have small chicks around the house/farm.

Breeding and caging
When all the chicks were handed back and placed into the cabin, the staff members led us outside of the poultry to a nearby shed and started explaining the different breeds and how they can be combined since not every chicken type can live with one another. In addition this was explained by perceiving the amount of space and caging possibilities people have in
the vicinity of their house. The customers started to explain their plans in more detail and staff members gave personal feedback in return. A participant explained she was living on her own with her seven year old child, explaining how the aspect of having chickens would benefit her son and his friends. Interestingly, this feature showed the social and contextual values of having chickens.

At the end of the programme, 13 participants left rather suddenly due to the argument of having other obligations and since the programme took considerably more time than the expected 3 hours (3 hours and 35 minutes), semi-structured interviews could therefore not be conducted with the visitors. One participant was able to provide some insights, however notes had to be made on paper due to her preference of not having it recorded.

**Conclusion**

After the closing comments of the staff members it can be concluded that the Keeping Chickens Day was a complete theoretical and practical experience concerning having chickens. The full package aimed to enhance the overall Chatsworth experience by providing a communicative, engaging and personal experience to the customer. This form of customer care enhances co-creational value processes, loyalty, retention and the development of a relationship with the brand and its staff members. In regards to the purpose of this study, the factor of C2C and the impact on close family and friends by actually having chickens on a future basis presents additional opportunities for Chatsworth to increase WOM and its brand. The aspects of actually having chickens fortifies the relation with Chatsworth and communicates operant resources in the form of brand values and quality to friends and family that are in close touch with a participant from the Keeping Chickens Day.

**Interview (paper form):**

Johannes: Did you enjoy the Keeping Chickens Day?

Customer: Yes, thank you. I enjoyed it very much. It was very interesting to learn from experts within the field of farming and I greatly enjoyed all the information I received. I particularly liked the part where we were able to see the chickens and how we are able to pick them up and hold them.
Johannes: In regards to Chatsworth, what does Chatsworth mean to you?

Customer: Chatsworth for me is very important, because I live near Chesterfield and we always hear people talking about it around our city and villages. We especially like the Farm shop because they create good products and are important for this region because of other businesses, farms and shops etcetera. I also like the fact that there are still people living at Chatsworth and the place feels so alive and staff members are always very helpful and friendly.

Johannes: Do you often visit Chatsworth?

Customer: We sometimes visit events, but my daughter her children always love to come here to get some fresh air and play with the farm animals. If I go alone I come with my dogs and we walk around the estate. And I mean, we have seen the garden quite often and we know what is in the house, so for us the farm shop and the events are more enjoyable and important.

Johannes: How did you find out about the Keeping Chickens Day?

Customer: we received an email from Chatsworth and I sometimes look online but I am not much of a computer user. My husband thought it would be a good idea as well (to visit the Keeping Chickens Day). So, yea... and I also like the outdoors and we live on some sort of farm with quite some space.

Johannes: Chatsworth has told me that events like Keeping Chickens Days have been well attended, why do you think that is?

Customer: Well, I think it is the quality that you get when you go to Chatsworth. They are always very helpful and try to make you feel good even if the weather is not good. One time, when we visited it suddenly started raining and we had not brought an umbrella. So we waited inside a shop and after speaking to the shopkeeper for a while he borrowed
(unintentionally) his umbrella to us. It was a small thing, but it made the day a lot better. To us, something like this had never happened before. It was so nice, and when we came home, my son-in-law also said, this was quite special, I have never seen this before. We talked about it with friends from the neighbourhood and they all said ohh how lovely and wonderful. And if I look back at it I realise it has quite changed our view of Chatsworth, ohh well we all need to do something for fun right?

Johannes: What other activities do you like to do apart from for instance having chickens in the future?

Customer: Well, I like animals in general, we have two dogs, so sometimes I bring the dogs here and we walk around the estate and the gardens, which is really lovely. We used to have a cat but she unfortunately passed away, so our next goal is to have a look at chickens and see what that is all about. Of course I also like being out in the nature, and good food, and enjoy life really.
Appendix 7: Day behind the Scenes

The Behind the Scenes Day was attended by 33 visitors and the event started at 9.35 AM, in the Cavendish room (refurbished in 2008, personally designed by the Duchess) on the stables area of Chatsworth. The room was filled with paintings and a special aura of quality and history was present. Visitors were welcomed by a friendly hostess and invited to enter the Cavendish room to have a cup of tea or coffee and to wait for further instructions. At 9.35, five members of staff started to introduce themselves and the role they would have during the day. After this introduction, I was introduced as a researcher from the University of Nottingham (see Appendix 15 for a transcript of the description). In regards to the staff members, two guides were present, 1 hostess, The Head House Keeper and Visitor Service, a staff member from the farmyard and a speaker who would perform a presentation. This was followed by the explanation of the programme; the group of 33 guests were split into two groups (group blue and group pink). One group was first going to visit the Old Park and the other group was going to have the Behind the Scenes Tour in the house of Chatsworth. After the groups returned from their visits, a speech would be given about Paxton, an important figure in the history of Chatsworth and followed by a lunch. After lunch the groups were switched and the other group was going to either visit the house or the Old Park. The event was scheduled to end at 3.30 PM.

Regarding the visitors, most guests came as a couple and some as a group consisting of 3 to 5 members. Two persons were in the age bracket of 18-25. A handful of visitors from the 40-50 age bracket but the majority came was 50+.

During the day I was not allowed to interfere (ask questions) during the event, since it could potentially damage the experience and the quality of the event and consequently impact Chatsworth. All staff members were aware of this factor.

Christine, the Head House Keeper and Visitor Service, advised to first follow the tour through the Old Park. Once all the members of group blue were present outside of the Cavendish room, the guide introduced himself a little bit more and explained what we were going to do
in detail. In total, three members of staff were present during this tour, the guide, the hostess and a staff member from the farmyard. A truck with a hanger arrived and we were invited to enter the vehicle. During the drive towards the Old Park, the guide commenced explaining about some historical facts and quickly after the speaker had begun his story, several visitors started asking questions in relation to the narrative that was being told. After we drove for 10 minutes, the truck stopped and the visitors were invited to leave the hanger.

The tour through the Old Park was mostly an informational package with views of old Oak trees and wild life. The guests named it a “British Jungle” since it was a uniquely looking landscape was only open to visitors once or twice a year during Behind the Scenes tours. During the event, a lot of pictures and videos were made with digital cameras and video equipment. One young lady (age: 18) mentioned to another visitor she was doing a study related to museums and historical objects and was constantly writing on her notebook about the views that were presented to her.

After having walked for 20 minutes through the Old Park, a participant (woman, age: ±45) suddenly approached me, saying that she expected to see more wildlife and that she felt that trees were all the same to her. The friendly lady started talking about her life outside of Chatsworth and how she felt this place was a proper day of enjoyment. “A day to forget about work and being away from the computer”, she continued talking about the majestic setting and about the impact of Chatsworth on the region. Since she was clearly from nearby, her words aroused a deep commitment and feeling towards the land house. During the short talk, she noted my accent (American, she believed it was), and due to the fact of me being Dutch, she was inspired to go further into the social values of Chatsworth. She explained that since she had been a child, trips, stories and rumours about Chatsworth where often the centre of talk in her family. Interestingly she mentioned the close involvement of the employees of Chatsworth and the growing role of the Duke and Duchess with the local community and the average visitor. According to her, Chatsworth, is not a corporate place, she explained that often when you visit touristic attraction you get the feeling, “give us money” and at Chatsworth, it is a business, but they are clearly trying to give something “different and unique to the audience”. I asked her about how her friends
and family perceive Chatsworth. She mentioned that “they come once every 2 or 3 years to see the garden but when there is a big event, like the Country Fair, we go as a group”. She highlighted that for some friends, Chatsworth is not of great significance, but as she mentioned, “I think it is important to know where you are from and where your roots are”. Another aspect she highlighted concerns the factor the that although she perceives Chatsworth as expensive, a visitor and especially the loyal customers can see the significant changes, updates and scheduled events concerning the revenues that are coming in. “You can see what Chatsworth does with your money, and I like that”.

During the walk I also overheard a long conversation between a staff member from the farmyard and a visitor (female, age: +40). The talk was mainly about working for Chatsworth and the differences with having a “normal” job. The staff member explained that a myriad of staff, work part-time, since events and holidays are seasonal, however “most people always like to stay” as she phrased. She highlighted “not everybody wants to stay; some people are here for a year and then go to have another job”. The visitor was very interested and engaged, since it appeared that she highly values Chatsworth. She believed it would be amazing, being out in the open air, with animals, the staff member joked that it was very, very hard work with a lot of hours. The social values of belonging and feeling a part of Chatsworth were constantly present in the arguments disseminated. The staff member felt extremely proud and passionate and could not stop talking about her day-to-day activities. She also highlighted that the Duke or the Duchess once every now and then comes around and asks how things are, “to have a chat” as the staff member described.

The walk through the old park took 1 hour and after the sightseeing we were brought back to the Cavendish room to attend the presentation about Paxton. Upon entry, I sat down and started asking a question to two neighbouring ladies (age: +55-60), asking whether they had enjoyed their behind the scenes trip through the house. The ladies were ecstatic, and words as magnificent and amazing were used to describe the tour. “The guide was a very good story-teller and actually very funny, the other lady added: yes, yes, yes. “It was something completely different than we expected, really amazing”. The conversation continued with a talk about Chatsworth and how committed staff members are to their job. The ladies, praised every aspect of Chatsworth and their involvement with customers and the local
community. As an example the ladies mentioned about their visit to the Country Fair (3rd and 4th of September) and how crowded and popular that had been. They spoke about the rising awareness and the historical value of having a real family living in the house. The conversation only lasted several minutes since the presentation about Paxton was about to start.

After the presentation which took one hour and presented by a lady (+-60) who had worked for Chatsworth for 15 years, the guests and present staff members were invited to enter a special dinner room. It was clear, this was no ordinary dining hall (not open to the public), in the room, large old paintings and portraits were hanging and butlers were present to make the guests feel special and at ease. The luxurious (special cutlery, atmosphere, decoration) and engaging approach of Chatsworth all of sudden felt very present. In the room, several large round tables were standing where eight people could be seated. Once people started taking seats, the social interaction and communication between staff and customers peaked. The “how was it” and “where are you from” questions were the main starting subjects. People were extremely excited to communicate about their recent experiences. I sat down at a table of 6 other guests whom I had not seen during the day. Once all the customers and members of staff were seated, the butlers starting bringing in food, wine and other products. The experience felt special and the guests seemed to thoroughly enjoy themselves and be aware that this was not an occasional dinner.

At my table I was accompanied by the hostess who sat to the left of me, while to the right two ladies (50-55) were seated. They had greatly enjoyed the tour around the house and were greatly interested in the food that was served. The ladies were from the city of Sheffield (15 minutes by car) and explained they were frequent Chatsworth visitors (Friends of Chatsworth).

Although asking direct marketing questions during a special meal can significantly interrupt the experience, fortunately the lady to the right immediately started asking questions. The conversation mostly involved a discussion about the unique characteristics of Chatsworth and how Chatsworth is part of the community and vice versa. In addition, the actual aspects of being part of Chatsworth, “it is a special place for everybody” were highlighted. She
explained that although people sometimes live quite far away from each other, there is still a close connection and “love” for the place, “and it is always quality you get” she said. The ladies explained they are friends of Chatsworth (membership scheme) and often go to Chatsworth with their grand children. “The children love this place and they even start to enjoy the garden more than the playground because in the garden they can jump across stones and run on large stairs”. “The family tickets are quite reasonable” the women stated, not expensive if you go more than three time a year, “and you see some of the country side with fresh air”.

One of the two ladies had also met the Duchess once when she visited the park, which was something she explained very passionate about. She never thought she would actually be able to meet a Duchess in public. It seemed that this meeting made a considerable impression on her and her connection to Chatsworth.

Another guest on the table criticised the long presentation about Paxton, saying that there were some slight inaccuracies and vague arguments. This guest seemed to be highly knowledgeable about history and science in general and also did not bother to comment on his personal and private circumstances of owning several houses and three cars.

After most of the guests had eaten their main dish I decided to switch tables to ask other guests about their experiences and brand affinity to Chatsworth after having asked the hostess on our table whether that would be alright.

The second table included 6 guests and the speaker (Paxton) and all welcomed me to the table. I sat down and asked whether it would be alright to ask some questions about Chatsworth. All the members happily agreed while the desert was being served.

During lunch some people were asking the present members of staff whether certain persons were still working on the estate. It revealed narratives of the connection to Chatsworth and the long lasting relationship.
During Dinner:
Johannes: Have you enjoyed today so far?

Customer 1 and 2: Yea I enjoyed the walk we had today, walking around in the park. I thought we would have seen more wild life, so that was a bit disappointing, because I quite like the Wildlife, I thought I saw one squirrel. I expected to see a lot of birds (Customers 5: There were quite some birds lower down). Yea, I enjoyed it and think it was nice to do the walk before dinner so I would not have a problem getting an appetite for this dinner.

Johannes: And did you enjoy the tour around the house?

Customer 3 and 4: Yea it was very good, very balanced, very good speaker, and she is very funny.

Johannes: Do you often visit the park, the garden and the house etcetera?

Customer 3 and 4: Yea, we do, we live close by, around 3 or 4 times a year. We enjoy mostly the retail outlets and the farm shop.

Johannes (to customer 5 and 6): What was your experience so far?

Customer 5: This is the first time we have been here. We have not been in the house yet, we look forward to that. We were disappointed when we came here that there is scaffolding.

Customer 6: It was very unique to see the woodlands this morning, not a lot of people get to see it. For instance that, centuries ago, the farmland was covered with oak trees and weeds and see how it might have looked like years ago. It was also interesting that there is such a difference between the sides of the river.

Johannes: How you you describe Chatsworth, if you would have to describe it to somebody else?
Customer 1: Well, words like grand or magnificent,

Customer 3: You cannot see everything in a day really.

Customer 4: It has an incredible influence on the neighbourhood really, for instance in the Baslow, Bakewell region, it was a major impact on the whole region in terms of Tourism, other people coming here and it is a rough moment (economic times) but when you do drive up and you see a huge scaffolding.

Customer: I think it is one of the first country houses that go commercial and it has a very good potential. We have come for 10 years in a row and we have seen the major changes and developments of the Country Fair, and it is huge these days.

Johannes: Chatsworth is doing a lot of social things.

Customers: yea Chatsworth has a very strong brand and when we come here the car park is always full.

Customer: It is very interesting if you compare this brand to other houses of the brand trust, because you have to be bold and take life challenges and do tours and behind the scenes and have a strong local commitment (Bakewell). We usually come to Chatsworth to go to the farm shop, and it is a real icon of the estate because of the role with the community. Each time when you actually come to Chatsworth, there is always something that has changed, whether that is in the garden or in the house, Chatsworth is very dynamic.

The second part of the tour, a behind the scenes tour at the house started very enthusiastically. The guests seemed to be enjoying themselves and conversations about Chatsworth and personal experiences were happening. When the guide appeared, we were brought to the entrance and the guide started speaking. During the tour, the group was fairly quiet and did not ask many questions. Even the guide said: “No questions, are you sure, we do not come here every day?” The tour took one hour and ended on a balcony
During the last scene, customer started asking questions again about history related matters and the Duke and Duchess. After this, the group was brought downstairs and the tour ended. During this I finally had the opportunity to speak with one of the guests for a very short time since he was in a hurry.

**Short customer interview (after the event):**

Johannes: What did you enjoy the most today?

Customer: The walk, I had not been ever to the park before. I did the Behind the Scenes Tour last year but even so, they were both very good because you learn something each time. Each guide speaks different and they have got their own take on working and living at this place, it is interesting from that point of view.

Johannes: So, you are from around here?

Customer: I live in Doncaster, so yea, almost on my doorstep almost really.

Johannes: It is quite amazing, last week I went to Chatsworth for the first time and it is quite amazing, the whole experience (Customer: that is right), very unique.

Customer: Yes, and the more you get to know about this place, to more you get to know what huge part this has played in English history, even politics and all those sorts of things, it is amazing.

Johannes: Yea, and for the people, it means so much to them.

Customer: Yea that is right.

Johannes: Everybody is so connected and feels part of it.
Customer: Yea it is nice that the Duke and the Duchess, they know what they are doing, it has to be run like a business, but it is a very friendly business. You do not mind paying for the entrance when you see a lot of results right into the place.

Johannes: Yea and in a way it is a charity as well, so there are double benefits and things for everybody.
Appendix 8: Christine and Paul - Interview Questions

About Christine (Head of Visitors Services)

Could you perhaps tell me something about yourself and how you became specialised in your area (e.g. what are your past experiences)?

What is your role within Chatsworth?

What do you like so much about your work (individual, social values)?

Chatsworth

How would you describe Chatsworth? How would you define the Chatsworth experience?
What kind of attractions and services are available to customers?
Why do you think people like to visit Chatsworth? Is that brand related?
How do you think visitors perceive Chatsworth?
Why do you think people come back to Chatsworth? Why do they like it so much?

How do customers mostly become aware of Chatsworth, through which kind of marketing channels (communication)?

If you look at the Chatsworth customer, what type of personal characteristics do you see?

Service Provision

Do you often talk with customers? How does that work?

I saw that you have a friend feedback survey, could you perhaps explain how that has helped Chatsworth? Has that generated interesting insights into customer involvement and customer experiences?

What kind of feedback do you generally receive from customers? How do you integrate feedback from the customer into marketing strategies, ideas?

How has that helped to refine the overall communication with customers?

The New Friend Referral Scheme how does that work?

Over the past couple of years, has the service provision changed in a particular way? Are there trends? Are customers for instance more demanding?

How does the hobby event work? What does it entail? What makes it special?
With the hobby events, such as keeping chicken’s day it seems that Chatsworth aims to get in touch and talk with customers; do you think this type of communications helps customers and Chatsworth?

How do you communicate the Chatsworth brand experience into a(n) (hobby) event?

How do customers become aware of the event? (through friends, online?)

Do customers tend to attend one specific event or do they join more? Do they visit Chatsworth frequently for other purposes?

Do customers tend to attend one specific event or do they join more? Do they visit Chatsworth frequently for other purposes?

Do you communicate externally with customers or people who might be interested in events (e.g. through online forums, clubs)?

Do you practice your hobby with friends or rather alone (online, offline)?

How do you think customers communicate their experiences with Chatsworth to other people in their environment (e.g. friends, family, online)?
Appendix 9: Margaret - Interview Questions

About Margaret (Farmyard Manager)

Could you perhaps tell me something about yourself and how you became specialised in your area (e.g. what are your past experiences)?

What is your role within Chatsworth?

(What kind of service do you provide to customers?)

What do you like so much about the work that you do?

Chatsworth

How would you describe Chatsworth? How would you define the Chatsworth experience?
What kind of attractions and services are available to customers?
Why do you think people like to visit Chatsworth? Is that brand related?
How do you think visitors perceive Chatsworth?
Why do you think people come back to Chatsworth? Why do they like it so much?

In general, do visitors come in groups or rather alone? How big are the groups?

Hobby event

How does the hobby event work? What does it entail (teaching)? What makes it special and different?

How do you communicate with the customer during the day, do you talk personally with people? Do you give them feedback?

Are you in close touch with customers?

How do customers become aware of the event? (through friends, online?)

What kind of characteristics do customers have in general (in terms of their job, where they are from, do you know if they refer to websites and/or magazines in your field, what is their income, age)?

Do customers tend to attend one specific event or do they join more? Do they visit Chatsworth frequently for other purposes?
Communication

Are you familiar with magazines or well-known websites, TV programmes, blogs in your hobby area? (which ones do you purchase, use?). Forums, where people talk about the latest trends?

Do you communicate externally with customers or people who might be interested in events (e.g. through online forums, clubs)?

How do you think customers communicate their experiences with Chatsworth to other people in their environment (e.g. friends, family, online)?

To what extent do customers connect in your hobby area with others (e.g. online/offline, are they close friends or family, do they live close to each other)?

In relation to gardening, what other relating hobby activities might people be interested in?
Appendix 10: Sally- Interview Questions

About Sally (Head of Marketing)

Could you perhaps tell me something about yourself and how you became specialised in your area (e.g. what are your past experiences)?

What is your role within Chatsworth?

Chatsworth

How would you describe Chatsworth? How would you define the Chatsworth experience?
What kind of attractions and services are available to customers?
Why do you think people like to visit Chatsworth? Is that brand related?
How do you think visitors perceive Chatsworth?
Why do you think people come back to Chatsworth? Why do they like it so much?

If you would have to define the brand characteristics of Chatsworth, what kind of personal characteristics would you think off? For instance, historical, energetic, innovative?

How do customers mostly become aware of Chatsworth, through which kind of marketing channels (communication)?
How do customers become aware of events? (through friends, online?)

How important is the factor of customer trying to feel part of the Chatsworth brand in relation to marketing strategies?

Marketing

On the website, there is something explained about “group visits” could perhaps explain how this works?

I saw that you have a friend feedback survey, could you perhaps explain how that has helped Chatsworth? Has that generated interesting insights into customer involvement and customer experiences? What else have you learned?

How has that helped to refine the overall communication with customers?

The New Friend Referral Scheme how does that work?

Hobby event
Could you perhaps tell me something about the hobby events and events and why you have started introducing them?

What is the purpose of these events?

With the hobby events, such as keeping chicken’s day it seems that Chatsworth aims to get in touch and talk with customers, do you think this type of communications helps the customer create satisfaction and being part of Chatsworth?

How do you keep in touch with customers?
I heard something about, Friends of Chatsworth? What does this entail?

In regards to hobby events, to what degree do people use websites? Or is it rather offline social systems?

Do customers tend to attend one specific event or do they join more? Do they visit Chatsworth frequently for other purposes?

During the hobby events, do customers also get in touch with each other?

In regards to the hobby events, have you perhaps identified customers with similar wants and needs?

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Communication

In relation to 5 years ago (economic crisis), what has changed in relation to marketing strategies and visitors?

How do you think customers communicate their experiences with Chatsworth to other people in their environment (e.g. friends, family, online)? Sense of community?

Are there customers that know other customers or groups that know other groups when they visit Chatsworth (e.g. through other hobby workshops or events) (do people come in groups)?

To what extent do customers connect in your hobby area with others (e.g. online/offline, are they close friends or family, do they live close to each other)?
Appendix 11: Chloe - Interview Questions

About Chloe (E-Marketing Executive)

Could you perhaps tell me something about yourself and how you became specialised in your area (e.g. what are your past experiences)?

What is your role within Chatsworth?

Chatsworth

How would you describe Chatsworth? How would you define the Chatsworth experience?
Why do you think people like to visit Chatsworth? Is that brand related?
How do you think visitors perceive Chatsworth?
Why do you think people come back to Chatsworth? Why do they like it so much?

If you would have to define the brand characteristics of Chatsworth, what kind of personal characteristics would you think off? For instance, historical, energetic, innovative?

How do customers mostly become aware of Chatsworth, through which kind of marketing channels (communication)?
How do customers become aware of events? (through friends, online?)

Why do you think visitors and (potential) customers would like to be part of Chatsworth?
How do you think this reflects to a person his or her image? To a group of people?

Regarding the hobby events, do you think this can be classified as a distinct community if you relate it to other hobbies?

How important is the factor of customer trying to feel part of the Chatsworth brand in relation to marketing strategies?

Marketing

How has Chatsworth integrated the internet into its marketing strategies?
Which platform is the most important?

I have seen that Chatsworth provides a blog, could you perhaps tell me something how this works? What has the feedback been? What have you learned?

What does Facebook mean to Chatsworth?
In relation to people who press Chatsworth’s like button on Facebook, what can those people expect and what are your experiences and/or trends you have seen?

How do customers communicate their experiences to other people in their environment/group list?

Do Chatsworth’s visitors in general use online services? Or is it rather offline? In relation to 5 years ago (economic crisis), what has changed in relation to marketing strategies and visitors in relation to Chatsworth and in general?

I saw that you have a friend feedback survey, could you perhaps explain how that has helped Chatsworth? Has that generated interesting insights into customer involvement and customer experiences? What else have you learned?

How do you think the future of the internet and social media will develop?

The New Friend Referral Scheme how does that work?
In regards to the hobby events, have you perhaps identified customers with similar wants and needs?

Chatsworth as a brand community, how do you think they perceive other touristic places that are related to places?

**Communication**

How do you think customers communicate their experiences with Chatsworth to other people in their environment (e.g. friends, family, online)? Sense of community? How do customers express their experiences online?
Appendix 12: Steve- Interview Questions

About Steve (Head of Garden and Park)
Could you perhaps tell me something about yourself and how you became specialised in your area (e.g. what are your past experiences)?

What is your role within Chatsworth? Events?

What kind of service do you provide to customers?

What do you like so much about the work that you do?

Chatsworth
How would you describe Chatsworth? How would you define the Chatsworth experience?
Why do you think people like to visit Chatsworth? Is that brand related?
How do you think visitors perceive Chatsworth?
Why do you think people come back to Chatsworth? Why do they like it so much?

In general, do visitors come in groups or rather alone? How big are the groups?

Regarding those big groups? How do you think people talk to each other about aspects of Chatsworth?

Hobby event/events
How does the hobby event work? What does it entail (teaching)? What makes it special and different?

How do you communicate with the customer during the day, do you talk personally with people? Do you give them feedback?

Are you in close touch with customers?

What kind of characteristics do customers have in general (in terms of their job, where they are from, do you know if they refer to websites and/or magazines in your field, what is their income, age)?

Do customers tend to attend one specific event or do they join more? Do they visit Chatsworth frequently for other purposes?
Communication

Are you familiar with magazines or well-known websites, TV programmes, blogs in your hobby area? (which ones do you purchase, use?). Forums, where people talk about the latest trends?

Do you communicate externally with customers or people who might be interested in events (e.g. through online forums, clubs)?

How do you think customers communicate their experiences with Chatsworth to other people in their environment (e.g. friends, family, online)?

Are there customers that know other customers when they visit Chatsworth (e.g. through other hobby workshops or events) (do people come in groups)?

To what extent do customers connect in your hobby area with others (e.g. online/offline, are they close friends or family, do they live close to each other)?

In relation to gardening, what other hobby activities might people be interested in?
Appendix 13: Keeping Chickens Day and Behind the Scenes – Interview Questions

How would you describe Chatsworth?

How have you heard about Keeping Chickens day?

Why did you decide to come to Keeping Chickens Day?

Do you often talk with other persons about Chatsworth if you are for instance with friends or at work? How does this work? Have you given recommendations?

In general would you like to do in your spare time? Websites, forums? Proactive? Do you often use the internet?

Chatsworth’s staff members have told me that the keeping chickens’ day has been very successful, why do you think that has been?
Appendix 14: Researcher’s introduction at Chatsworth events

We are working with the Business School at the University of Nottingham to find out more about our customers and how they enjoy a day with us in order to improve the overall customer experience. Today we have a researcher with us from Nottingham and I hope that some of you will spare the time to have a discussion with him about your impressions of the field day. His name is Johannes Nijboer and he promises that his questions will only take around 15 to 20 minutes to answer.

Your support would be greatly appreciated.

Thank you
Appendix 15: Additional information about Chatsworth


Hundreds of thousands of people visit every year and see Chatsworth's public face; the house and its contents, the garden and its waterworks, the park, the farmyard and adventure playground. There are shops and restaurants, and free access to miles of footpaths in the park and woodland. Chatsworth itself extends much further, covering 14,000 hectares (about 35,000 acres) of Derbyshire and Staffordshire, encompassing farms, woods, moor-land, rivers, villages, quarries and other industries, large and small. Chatsworth plays an important role in Derbyshire as an employer, a place of recreation and a contributor to good causes.

It is estimated that more than a million people use the estate in some way every year and several thousand depend on it for all or part of their annual income. Between 1949 and 2005, Chatsworth welcomed more than 19 million paying visitors.

Chatsworth and the visitor

Fundamental to the way Chatsworth is managed is the effort to make all visitors feel truly welcome. Where possible people are left to wander at their own pace, unlimited by restrictive rules or unfriendly notices. Welcoming so many people to walk and play on land that is also a working, commercial farm and a historic landscape needing protection is not a conflict, but rather a virtuous cycle which encourages more people to use, enjoy and understand the land, its history and current management.

The primary aim of the owners is to maintain and improve Chatsworth for future generations. Everything visitors see has come about through careful management over hundreds of years and the work of generations of skilled staff. The stewardship of the land and its businesses must ensure that its long standing communities will continue to prosper. It must run as a modern, self-supporting business, keeping the best of the past but using modern techniques and technology where necessary.

Economic activity is carried out within a policy that insists on the protection of its flora and fauna, and the very special landscape that has evolved over many centuries. We ask visitors to respect this unique and historic working landscape and to leave it as they found it.
In 2001 Chatsworth extended the season by seven weeks into November and December to recover from the effects of foot and mouth. Unprecedented numbers of visitors came to see the specially decorated house and floodlit garden, and annual Christmas opening has since become one of the busiest times of the season.

Each year the Duke and Duchess invite many different charities to hold concerts, fashion shows, coffee mornings and other events in the house, garden, restaurant and park. Staff play a large part in the planning and organisation of large scale public events in the park, such as the International Horse Trials, the Rally Show, open air concerts and the Country Fair, all of which attract many thousands of visitors. Some of the money raised by these events contributes to the maintenance of the house, garden and park, and large sums are given to local and national charities.

**The Chatsworth House Trust**

In 1981 the house, its essential contents, the garden, park (including the farmyard) and some woodland were leased by the Chatsworth Settlement Trustees for 99 years to a charitable foundation, the Chatsworth House Trust. This Trust was formed to protect Chatsworth from future capital taxation, and thus ensure its long term preservation for the benefit of the public. An endowment fund was provided by the 11th Duke, and the income from this goes towards the running costs of the house. The upkeep is now the responsibility of a Council of Management, which has a majority of non-family members. The 12th Duke and Duchess remain involved in all aspects of the management and future development of the estate. All admission money from visitors to the house, garden, farmyard and car park supports the work of the Chatsworth House Trust. This includes the renewal and restoration of the fabric of the House, Stables, garden buildings and waterworks, the cleaning of painted ceilings and walls and major conservation of furniture.

**The five main areas of Chatsworth**

The Main Estate comprises the house itself and 4982 hectares surrounding it including the park and the villages of Baslow, Pilsley, Edensor, Beeley and Calton Lees. Most Chatsworth employees and pensioners live in these villages, which are wholly or part owned by the Trustees.
The West Estate comprises 2630 hectares and includes land and houses in Bakewell, Ashford, Wetton, Monyash and Buxton. Most of this high ground is made up of stock rearing farms.

The Shottle Estate comprises 1424 hectares and includes farms and buildings in and around Shottle, near Belper. This land is suited to both stock and arable enterprises. The majority of Chatsworth's dairy farmers live here.

The Staveley Estate, north east of Chesterfield, comprises 1376 hectares and includes both farmland and industrial sites, including Staveley Chemicals and the Staveley Foundry.

The Scarcliffe Estate, east of Chesterfield, comprises 3772 hectares and consists of mostly arable farms, woods and houses in and around Elmton, Whaley, Scarcliffe, Heath, Rowthorne and Palterton. In 1968 the M1 Motorway was constructed in this part of Derbyshire and the land on which Junction 29 now stands was purchased from Chatsworth.

The five main areas are divided roughly into two categories: the 'in-hand' estate, which means all the farming and other businesses which are both owned and managed by Chatsworth; and the 'let' estate, which means farming and other enterprises which are on estate land and are rented by tenants.

**The 'In-Hand' Estate**

The Trustees farm approximately 2500 of the 14,000 hectares 'in-hand', in two separately managed blocks. Elm Tree farm is a 400 hectare in-hand arable farm east of Chesterfield, about 20 miles from Chatsworth. Wheat, barley, potatoes and oilseed rape are grown on this flatter, more fertile land. The grassland surrounding Chatsworth is used for dairy, beef and sheep production. The sheer scale of this land, over five miles from end to end, and the fact that both the moor and the park are huge open areas used for public recreation as well as for grazing, present particular problems to Chatsworth's farmers.

**The 'Let' Estate**
The Let Estate consists of more than 120 tenanted farms, and many other businesses. The landlord and tenant system of land tenure enables people to farm without needing large capital sums to invest in buying land and buildings. The farms range in size from holdings of a few fields to more than 300 hectares. Rents are reviewed every three years, enabling agents to check that the farms are being properly looked after and allowing tenants an opportunity to discuss any changes or problems.

Many other businesses pay rent to operate on Estate land, including the Cavendish Hotel in Baslow, the Caravan Club at Barbrook, the Garden Centre at Calton Lees and the craft workshops in Pilsley and the 144 hectare Stavely Works near Chesterfield. There is also a large number of let private houses.

Until the 19th century there was extensive lead and copper mining on the Estate, and areas of mineral production still form an important part of the Let Estate. They are administered by a Minerals Agent, based in Rowsley and range from limestone quarries, producing more than 300,000 tonnes a year, to small masonry stone quarries, producing marble-like slabs containing fossilised marine creatures. They are let to various mining and construction companies.

The House

Over the three hundred years since being built in its present style by the 1st Duke of Devonshire, Chatsworth house has been both a private family home and a historic house visited by more than 300,000 people each year. Six flats accommodate people who work in the house.

Beneath Chatsworth’s half-hectare of lead roof are over 300 rooms, 3426 feet of passages, 17 staircases and 359 doors. There are 397 external window frames and 62 internal window frames with a grand total of 7873 panes of glass. The house is lit by 5 roof lanterns, 60 roof lights and 2084 light bulbs. Thirty baths, 59 hand basins, 29 sinks, 6 wash-ups and 64 lavatories complete these unusual statistics.
The Devonshire Educational Trust is a charity closely linked to the Chatsworth House Trust, providing education about the economic, environmental, social and cultural contributions that landed country estates make to our society. It aims to teach diverse audiences about the Devonshire family's estates at Chatsworth and Bolton Abbey in North Yorkshire, including the art collection, family history, estate management, the activities carried out across the estates and the communities living and working on them.

At Chatsworth this involves working with colleagues in various departments to develop a range of educational resources, including guide books, audio guides, display panels, guided tours and school activities, as well as a programme of events for schools, teachers and families. The DET also works closely with the team of Room Guides and Tour to help visitors learn about the history and art collection in the house, and provides ongoing training and learning opportunities for Estate staff.

Countryside Days for schools are a long standing annual tradition begun by the 11th Duke and Duchess, and are now coordinated at the Chatsworth and Bolton Abbey estates by the Devonshire Educational Trust. Over a thousand local primary school children are invited to visit the park free of charge over two days. Each outdoor department puts on a display or an exhibition to demonstrate and explain their work. The children and teachers have an opportunity to ask questions, to see the work for themselves and to try hands-on activities.

The Garden

The Garden Department consists of gardeners employed to look after Chatsworth’s 105 acres of lawns, flower beds, greenhouses, hedges, trees, paths and the maze. Successive generations of the Cavendish Family have added new features to the garden, as well as ensuring the work of previous generations is preserved. The greenhouses protect rare species and, together with the kitchen garden, provide the house kitchen with fruit and vegetables. The 300 year old water system still feeds the 1st Duke's Cascade, the 6th Duke's Emperor Fountain, the fire hydrants and the turbines, which in turn generate about 25% of the house’s electricity. Some of the produce from the garden is sold from a shop in the stable yard throughout the season.

The Farmyard
The Farmyard, opened in 1973, is designed to be an interesting, educational but non-sentimental way of explaining the lifecycles and ultimate uses of the commercial livestock on the estate and in the British farming industry generally. Since it opened there have been over 3 million visitors to the farmyard and adventure playground, with around 200,000 visitors each season. In 1998 the facilities were improved to include a new adventure playground and provide better access for visitors with disabilities. A dedicated education team provides educational options linked to the curriculum for schools and youth organisations. A purpose built access trailer enables visitors to enjoy and learn about previously inaccessible parts of the Estate.

At Christmas, in addition to traditional crafts and entertainment there are daily nativity plays for school groups or visitors. These are fully costumed, narrated, orchestrated and include real animals in a real stable. They have proved a very successful part of a commitment to promoting a more traditional Christmas. In the winter months most of the animals return to the "in-hand" Chatsworth farm.

The Domain

The Domain Department cares for the 450 hectare park, which is freely accessible and used by more than 750,000 people each year. The park was created for the 4th Duke in the 1760s by Capability Brown to provide a grand and natural-looking setting for the house and garden. It is home to herds of red and fallow deer, as well other livestock. The Domain Department maintains the nine-mile deer fence, walls, footpaths, drains and trees, as well as the conduits and lakes which supply the garden system with rainwater from the moors.

Trading at Chatsworth

House shops

The House Shops include the Orangery Shop in the house, the Chatsworth Interiors and Garden Shop in the stables, and the Farmyard gift shop. They stock a range of gifts, china, food, clothing and books, many of which are associated with the Estate or the history of the family. A percentage of turnover is passed to the Chatsworth House Trust in lieu of rent.
The award-winning farm shop was established in 1977 to add value to the farms' produce by selling directly to the consumer. With its on-site butchery and bakery, the Farm Shop focused initially on Chatsworth meat, game, bread and cakes. It has since expanded to sell a wider range of local and national food and wines.

**Catering**

The Carriage House Restaurant in the Stables was opened in 1991 and caters for over 30,000 people each month. The Cavendish Rooms, refurbished in 2008 to designs led by the Duchess, include a restaurant, coffee room and two function rooms. Various private and charitable functions take place throughout the season, and in 2008 the Stables became a popular venue for weddings. More outlets in the park, farmyard and garden provide food-to-go. A percentage of turnover is passed to Chatsworth House Trust in lieu of rent.
Appendix 16: Pictures and Movie of Chatsworth

Link to movie of what can be seen in the house and the garden:
http://www.derbyshireattractions.co.uk/Chats_Pics.html

Chatsworth house and garden (own pictures)
Inside one of the restaurants

Keeping Chickens + the Farmyard
Day behind the Scenes (Old Park+ House Tour)

Marketing strategy + Hawk
Appendix 17: Reflexivity

The interviews were held at the estate of Chatsworth on the 6th of September and took place in the environment of the interviewee. The managers that were interviewed all had different duties and roles within Chatsworth and therefore I approached the meeting from a perspective of adapting and adjusting. I approached the interviews with the idea, that some manager might not have a general knowledge of marketing.

As explained in the Methodology, a semi-structured and narrative form of interviewing was applied in which the participants could freely discuss matters that were of concern to them.

During the interviews I tried to come across as a researcher who is knowledgeable about his field.

Interview with Margaret (11 o’clock):

This was the first interview and I was slightly nervous since I was not exactly sure what to expect, and how well she would be informed of my arrival. The interview took place in an informal office at the farmyard. After my arrival I noticed I was mumbling a little and that I did not feel entirely at ease since this was the first time during my academic career that I had performed a long interview. However, after several minutes into the interview I started to get a better grip and feeling of how to approach the interview and how to adapt to Margaret. Margaret was an open but formal person, who knew very well what she was talking about. Her words and way of talking also indicated her past experiences of being a teacher and her management capabilities which probably also made me feel uneasy at the start.

The interview took 30 minutes and I felt that during the interview she started to become more positive and more open to explain details. I think for her it was about getting to know me, my roots and learn my intentions. Perhaps it also had to do with the fact that I am from the Netherlands and have an American accent.

Interview with Christine and Paul (12 o’clock):

The interview took place at Chatsworth’s House, in an historical and formal looking room. Christine (50+) was well prepared and seemed to be highly interested in my wellbeing and the intentions of my research. I also felt more comfortable and confident. Christine gave extremely thorough answers, with a myriad of explanations and interesting insights. Christine constantly talked and the time passed by quickly. Paul (35+) was a bit more quiet but jumped in whenever it was needed. I had the feeling they perceived me as an actual researcher, something I perhaps missed a little bit with Margaret.

Interview with Sally and Chloe (2o’clock)

The third interview was also conducted at Chatsworth’s House. Sally and Chloe are both young people, which made the interview significantly easier especially concerning
adaptation (informal). Quite a lot of laughing and comments were made during the interview. The atmosphere was very friendly and open. Sally thoroughly explained the role of marketing within Chatsworth by showing pictures, research from external agencies etcetera. I felt very comfortable during the interview, even more than at the interview with Paul and Christine.

Interview with Steven (3 o’clock)

The interview with Steve was conducted in the lunch room of the garden house. Steve was unfortunately very busy and I had the feeling he just wanted to get it over with. Steve therefore also talked incredibly fast. I had the feeling that the interview went alright, but that somehow Steve rather spent his time somewhere else (especially in the beginning). During the interview it seemed he started to relax more and take his time to properly explain aspects of Chatsworth.