



Master Thesis, CCG

EXPERIENCE ECONOMY: ESCAPE ROOMS

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Abstract

Purpose

The purpose of this paper is to analyse on two escape room facilities, one in Denmark and one in the US, in order to determine their value proposition and what promises they make in regard to experience. Moreover, in order to determine whether or not the organizations live up to their promises, the visitors of the two organizations and their reviews of their visit will also be included and analysed. The motivator for this purpose, is first and foremost globalization and isomorphism, in order to determine if organizations from two quite different countries, but within the same field of business, are similar or different and what has an impact on their similarities and differences.

Design

Since the aim of this paper is not to make final statistical conclusions, but rather to make an understanding of the tendencies and promises within the two organizations, the philosophical foundation for this paper will be social constructivism. Moreover, the theoretical framework will be focusing on value proposition, as well as various views and models in regard to experience and experience economy. Moreover, all the data collected will happen online, which is why the Nethnographic approach is suitable for this paper. The choice of online data is based on the fact that I wanted to find the information on the organizations on their own websites, in order to get their own representation, and the best place to find reviews on experiences like this was also online. After I have created both the historical background, as well as the theoretical and methodological framework for this paper, I will follow it up with an in depth analysis of the two organizations. The analysis will be in two parts for both of the organizations, the first part being about the self-representation of the organizations and the second part being about the visitors' perceptions of the organizations. Lastly, all of these findings will be compared both separate for each organization, as well as a comparison of the two organizations to each other. The comparison is made both to determine whether or not the organizations live up to their promises, and to find similarities and differences between the two organizations.

Findings

When all the findings were compared and analysed on, I made the conclusion that both organizations had a major focus on providing fun, challenging and unique experiences, in this

case with escape rooms, to families, friends and co-workers. They further promised that people of all ages and groups would be able to keep up in the rooms and be a help, as well as making long lasting memories and have a fun time together. In regard to the visitors' perceptions both organizations' visitors agreed that, the organizations lived up to before mentioned promises and that the visitors truly had a fun and challenging time with friends, family or co-workers.

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1 Introduction

In the book ‘Culture and Consumption – New Approaches to the Symbolic Character of Consumer Good and Activities’ Grant McCracken states that “No other time or place has seen these elements enter into a relationship of such intense mutuality. Never has the relationship between them been so deeply complicated.” (McCracken, p. XII, 1951) By ‘these elements’ McCracken is talking about culture and consumption. By this statement he argues that culture and consumption are linked very closely together and the relationship between them are deeply complicated. This also indicates that the two are affecting one another, in other words culture affects what we consume, and what we consume has an effect on our culture and with that our society. This idea of culture and consumption being linked together and how they work, is also going to be the research field for this paper. The overall aim of this paper is going to be regarding one organization from the US and one from Denmark, who are all working with experience, more specifically events. The focus on two so different countries is inspired by how globalized the world has become, and it can easily be argued that the US has a great impact on countries such as Denmark, by factors such as series, movies, food culture and in general just because how easy it is to get information from all around the world. Another motivator for this project, is also the concept of Isomorphism and how I want to research whether it is just organizations in the same country or if it can happen across countries, as long as the organizations are within the same industry. The consumption in this paper will be the experience and the culture will be the different societies in the two countries. Furthermore, I want to focus on how these organizations market their products, and how their promises aligns with what theory and literature says about events and experiences. In order to determine if the organizations and the theory are successful, there will also be a focus on customer satisfaction and what the costumers requests. This leads to the following problem formulation and research questions:

Problem formulation: To what extent and in what way do Danish and American organizations within the Experience Economy communicate experience promises and values to their consumers and how do consumers react to these promises? will be researched by comparing Danish and American organizations.

In order to answer the problem formulation, this paper begin with a literary review covering topics such as Experience economy, behavioral economics, tourism and previous work related to the topic of this study. This will be followed up with theory on value proposition, since value is a big part of experience economy and it will be what is mainly analyzed in the cases included in this paper, and on experience economy as well. This will then be followed by methodologies used to generate data and the data collection itself, which will all be centred around Netnography. All of the before mentioned will then be used in the following part, which is the analysis, of not only the cases' promises and how they market it, but also what the customers experiences with the offering. The main focus of this paper is experience, and what creates a good experience, which is why the focus will be both on the offerings and how people viewed the offerings. Lastly, there will be a discussion and conclusion mixed together regarding the findings, how they various cases differ and how they are similar.

2 Literature review

This part of the paper will be concerned with literature related to my research area, and it will provide foundation for my research area, related works, gaps in literature, in other word it will be synthesizing information in literature relevant for this paper into summaries. The literature review for this paper is going to be two part. The first part being about economic history, since that is the sociological and societal changes and will provide a historical background for changes and experience economy. The second part will be regarding experience economy from various authors' perspective, since that is the research foundation for this entire paper.

2.1 Behavioural economic and experienced utility

In their article 'Experience Economy in Hospitality and Tourism: Gain and Loss Values for Services and Experience' the authors have a focus on the hypothetical gain and loss values and how they are higher in services than they are in experiences. (Chang, 2018) Even though this is not the focus of my study, they still make several points that is related to my study. One of the points being about tourism, which is something I will further elaborate on in the tourism section. The second point being regarding how experience economy is derived from the theory of experienced utility in behavioural economics. (Chang, 2018, p. 56) This is also what this section of the paper will be concerned with, from various perspectives and sources.

In regard to Behavioural economics Roberto Weber and Robyn Dawes state that "(...)behavioral economics results when economists combine research and method from economic and other social sciences with the goals of improving the descriptive value of economic theory." (Weber & Dawes, 2005, p. 91) This results in research of social sciences, and the research relies on theoretical and methodological approaches to economics; further the findings of the research plays a major role in the modification of existing theory. They further state that the key aspect of behavioural economics is to bring together several of the social sciences, the focus still being within the economics. What is important to keep in mind is that even though, this approach is about changes and evolving, it is important to only add new theory where it is needed, and keep what is already proved valuable. (Weber & Dawes, 2005) This is also what will be talked about the economics history part of the literature review, where I focus on the development and changes on different economic approach. In the article 'Psychology and Economics: Evidence from the Field' Stefano DellaVigna adds on another perspective on behavioural economics, where they focus on how it is both a psychological and economical research, and they focus on the individuals. In this article they focus on how behavioural economics have three subareas: nonstandard preferences, nonstandard beliefs, and nonstandard decision making. (DellaVigna, 2009) By this he argue that

when individuals start to have nonstandard preferences, and nonstandard belief as well as making nonstandard decisions, then there is a need for research and changes on the current economical theory. This concept relates to experience economy, due to the fact that experience economy is the most current results of behavioural economics. Furthermore, the concept is also compatible with social constructivism, since both are built around individuals, realities and how these realities have an impact on the objective society. Now that I briefly have established behavioural economics, I will move on to talk about experienced utility and how it both links to behavioural economics and experience economy.

In the article 'Experienced utility versus decision utility: Putting the 'S' in satisfaction', the authors try to research whether experienced utility can be measured in the same way that decision utility have been in the past. They state that, when all the data pooled around individuals, an S-shaped satisfaction function will be made and its reference point will be depending on social comparison, subjective experience and past payments. (Carter & McBride, 2013) In regard to experienced utility they make the argument that the modern economist's notion of utility is drastically different from utilitarian such as Jeremy Bentham. The early notions of it was arguing that utility is the sum of experienced pleasure minus pains. However, this view were then critiqued in the early twentieth century, because it was argued that pain and pleasure are not something that can be measured. The authors further state that the new economists argued it is sufficient to focus on utility that is conceived as a constant choice of preferences, in order to be able to construct economic theories and evaluating policies. This is also what Carter and MacBride argue is the behaviourist view of utility and it is also what still dominates economics. (Cater & McBride, 2013) Among others Daniel Kahneman holds this behaviourist view, in a chapter from the book 'Choices, values and frames' he argues that utility is conditional from the choices that are being observed and these observations are then being used to explain the choices. This clearly indicates that this new notion on utility is more about explaining than just plain measuring. He further argues that that even though pleasure and pain are only moments of experience, the outcome of these are valued by people extended over time. This is why he states that it is necessary to establish a concept, where experienced utility can be applied to temporally extended outcomes. In order to do so, he focus on memory-based approach and moment-based approach, in order to both cover the moment then experience occurs and the extended time afterwards. (Kahneman, 2000) This is also the example given by Tversky and Griffin in their chapter 'A bias in the prediction of tastes' in the book 'Strategy and choice', where they report on evidence on how payments matter more when

making decisions, but that contextual factors matter more when it comes to judgments of hedonic experience. (Tversky & Griffin, 1991)

Now that I have established what experience economy have derived from and the developments within the experienced utility theory. I will move on to the second point that was made in the beginning of this section, which is tourism and how it can relate to experience economy.

2.2 Tourism

In their article ‘Measuring experience economy concepts in tourism: A replication and extension’ the authors make the argument that tourism is one of the earliest and pioneering examples of the experience economy, and they back this claim with literature that dates back to the 1970s. (Sameer, Zeglat, & Odeh , 2009) Among others they mention Erik Cohen, and I too have chosen to include him in this section. In his article Cohen argues that tourists are often not seen as much more than just travellers for pleasure, however, he further argues that all though this might be true in some cases, it is still a superficial view on what the tourist truly is. However, he mentions two opposing views on tourism: one where tourism is essentially an abnormality, and another where tourism and the view on tourists is much more complex. In regard to creating knowledge Cohen argues that tourism is multidisciplinary and that there is no set way to do or think when it comes to application on tourism research, but rather there is a need for a combination of various disciplines and theories. (Cohen, 1979) This view is also shared by Allison McIntosh and Anna Siggs, when they argue that tourism is something unique, as well as emotionally charged. This makes is something complex and once again not something that can be researched with the same set of theories and ideas. They further state that it is important to recognise that the tourists themselves have great impact on their experience through personal agendas they bring to the experience, as well as thoughts, emotions and satisfaction. (McIntosh & Siggs, 2005) Another perspective on tourism, seen in the article ‘Smart tourism and the application of ICT: The contribution of digital tools’, is the concepts of smart tourism, which is regarding how destinations can increase their competitiveness by using technological developments. They further argue that the concept is derived from the development of smart cities, which is cities where the citizens are being part of the creation, also what they call co-creation, of the process of products and services in and innovative and engaging manner with all the stakeholders. (Morales-Urrutia , Morales-Urrutia , Simabanã-Taipe , & Barragán, 2020)

Now that I have established the theory and sociological economics from where the experience economy has derived as well as what has been argued to be one of the pioneering examples of the experience economy, I will move on to write about the experience economy itself and the historical development that has led to it.

2.3 The Experience Economy

2.3.1 Economic History

“It has been almost 20 years since we first described the next emerging wave of economic history as an experience economy.” (Pine & Gilmore, 2013, p. 21) This statement clearly shows that Pine and Gilmore believe that experience economy is a new emerging wave in economic history. And as an emerging wave it started off as something strange and new, and over time the word ‘experience’ exploded in its usage in regard to products, marketing, destination and digital media. (Pine & Gilmore, 2013, p. 21) Pine and Gilmore has provided the following figure in order to illustrate the progression of economic value.

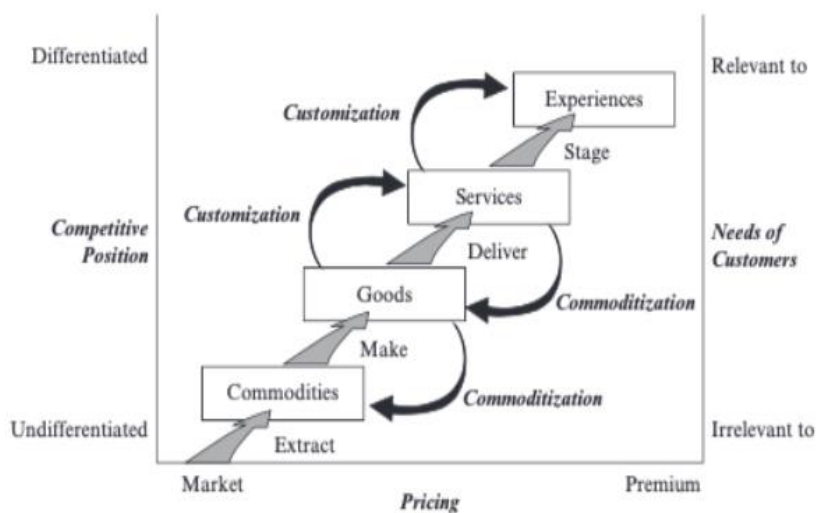


Fig. 1 (Pine & Gilmore, p. 27)

This figure begins with the first aspect which is ‘commodities’, and as the figure illustrates the competitive position it is not differentiated from other offerings, and the customer’s needs are not relevant at all. The second part, goods, regards “(...)physical, tangible offerings such as tools, equipment, clothing, furniture and so forth(...)” (Pine & Gilmore, 2013, p. 25) These

offerings are physical and dates to the agrarian economy, and these are more about the customers' needs, in the sense that it differs from individual to individual in terms of what tools, and so on they need. Goods are in other words commodities that have been customized in some level and are therefore more sought out than commodities. Pine and Gilmore states that "As goods become the predominant economic offering in the late nineteenth and early twentieth centuries, we shifted full-bore into the industrial economy(...)" (Pine & Gilmore, 2013, p. 25) This shift of commodities to goods, are then leading to the shift in economic history and leads to the industrial era. This shift from commodities to goods is also what Alvin Toffler talks about in the chapter 'The experience makers' in his book 'Future shock', where he talks about the psychic care-mix. In this part of the chapter Toffler argues that consumers will be willing to pay more for what he calls niceties, which is more than they actually need, but they will make life better in some way. He further argues the need the consumers have is not just utilitarian but rather psychological, which makes goods more than just meeting the basic needs of the consumers and is more about quality and offered more than just the bare materialistic products. (Toffler, 1970)

The third part, services, were according to Pine and Gilmore, a very small part of both the agrarian and industrial economies. And they are "(...)intangible activities performed on behalf of another individual, such as cooking meals, distributing, and merchandising goods, repairing tools or equipment, cleaning clothes, cutting hair(...)" (Pine & Gilmore, 2013, p. 25) This part is what was created when goods were being customized to the customers' needs and requests. Even though, services derived from both commodities and goods, it was not until the late 1800s before it was even recognized as a distinct economic offering. Furthermore, "By the latter half of the twentieth century more people were employed in service than in goods(...)We had moved into a service economy." (Pine & Gilmore, 2013, p. 25) By this shift from commodities to goods and then to services, we have moved from agrarian to industrial and then to service economic era. All of these shifts was due to the fact that people "(...)valued services more than goods, and so more and more treated goods as commodities(...)so they could save their hard-earned money to spend on services instead." (Pine & Gilmore, 2013, p. 25) This shows that process from commodities to services, and how it is the customers' needs and values that has had the biggest impact in this shift and how in every step the step before it becomes a simple commodity and all that matter when choosing is the price. And when moving on to the last step, the effect of commoditization also happens to services, and here too the price is the major factor when choosing what to buy. However, between the services and experience step there is a small difference according to Pine and Gilmore

“(...)increasingly buy services on price and thus are able to spend their hard-earned money – and harder-earned time – on economic offering of even greater value.” (Pine & Gilmore, 2013, p. 26) Although this is much the same as the other steps, there is one major difference and that is the addition of the idea of time and how it is hard-earned just like money. So whatever the new offering is going to be, it has to be worth, not just people’s money, but also their heard-earned time, which is going to be experiences. In the same chapter of the book ‘Future shock’ but in the section about serving wenches in the sky, Toffler states that as goods were the very first step in the direction of psychologization of the economy, services are more about the expansion of the psychic components. He uses the example of airlines, and how they used to be something that got you from A to B, but now, however, it has been expanded the service to something almost like a theatrical experience for the consumers. He further argues that this expansion of the services can be applied to all sorts of services, and these services are being made into pre-fabricated experiences. (Toffler, 1970) This is where Toffler, just like Pine and Gilmore, move on to the last step, which is the experience economy.

Pine and Gilmore states that experiences are “(...)memorable events that engage each individual in an inherently personal way(...)” (Pine & Gilmore, 2013, p. 26) This indicates that experiences need to cater to individuals on a, first and foremost, personal way. Even though this is a new wave in economic history, Pine and Gilmore mentions that it is not something new, they argue that things like plays, and theater has existing for a very long time. However, it is now much more complicated, and are not just something to experience and forget but rather something that should linger in the individual’s memory and effect their fillings and senses. Because although experiences are not tangible, they hold great value within them and this value has to remain long after it has been experienced. With this last step we have now entered an experience economy, and in this kind of economy experiences are a supplant to services as the predominant economic offering. (Pine & Gilmore, 2013, p. 26) Toffler argues that, in the section about experiential industries within the same chapter, the experience industry could be one of the main pillars of super-industrialism, and with that the very foundation of the post-service economy. He further states that people used to collect products, and are now with the same passion and need collecting experiences. He also argues that even though experience began as something that was just added on to either goods or services, it is developing to be something that can be sold strictly on their very own merits. With this he argues that the arts are a very good example of this, since they are sold on the merits of the experiences and nothing more. (Toffler, 1970)

2.3.2 The Experience Economy Concept

Experience economy is a topic researched and worked on by quite a few people, some being: Gehard Schulze and his work 'Experience Society' from 1992, Jay Ogilvy and his work 'The Experience Industry' from 1985, Joseph Pine and James Gilmore as well as Jon Sundbo and Per Darmer.

Before we can talk more about what experience economy is, it is important to clarify what is even meant by experience. Jon Sundbo and Per Darmer agrees with Pine and Gilmore on the fact that experiences are not a new phenomenon as such, it has just been discussed in other terms such as: leisure, marketing, and so forth. (Sundbo & Darmer, 2008, p. 1) They further state that experiences are not just a product, but everything surrounding the product. They argue that it is not just food, but the entire restaurant experience that is desired and sought out. "The main point here is that experiences are always more than just the product. The core of the product might be an experience, like a theatre play, but it is always more than this: it includes where it takes place, the décor, whether the seats are good or not and so forth." (Sundbo & Darmer, 2008, p. 1) This example clearly shows that the experience is made up by all the aspects included in an offering, even things like where the tables are located. They further elaborate that there is also the design, the marketing, the symbolic value in an offering in other words it is themes and stories that makes experiences. (Sundbo & Darmer, 2008, p. 1) They also briefly mentions how experiences are manifold, in terms of mapysical aspects, mental demanding, technology, entertainment and the effect it all has on an individual. (Sundbo & Darmer, 2008, p. 2)

Sundbo and Sørensen also adds on the concept of flow "Flow is the feeling one gets when one carries out certain activity(...)when one is fully absorbed by an activity." (Sundbo & Sørensen, 2013, p. 2) This indicates that an experience is about being completely absorbed into what an individual is involved with, and by that all their senses are challenged. However, they further clarifies that even if flow does not happen, it can still be an experience. Sundbo and Sørensen states that they have based their guideline for what an experience it based on both linguistic and theoretical discussions "Experience, in the context of experience economy, could be defined as the mental impact felt and remembered by an individual caused by the personal perception of external stimuli." (Sundbo & Sørensen, 2013, p. 4) By this they argue that the impact can be both learning and entertaining, however it has to be on a personal level, as well as external.

They further state that this external stimuli can be both authentic or not, but nonetheless it has to be something extraordinary. This also means that experiences have to be engaging and much more than a mere moment of entertainment. They also mention Pine and Gilmore and how they have described four types of experiences: escapist, entertaining, educational and aesthetic, which will be elaborated on further in the following section. (Sundbo & Sørensen, 2013, p. 4)

In their article ‘The orchestra model as the basis for teaching tourism experience design’ Phillip Pearce and Samira Zare talks about how experience in tourism is a growing concept. And in this article specifically they have their major focus on what they call ‘The Orchestra Model’, which is a model of experience that has an emphasis on the sensory issues, understanding of activities, and emotions. (Pearce & Zare, 2017, p. 58) In regard to their view on the reasons for why tourists purchase experiences, they outline the two main drivers: fun behind the experiences and a fulfilment of fantasies. Then there is their usage of ‘the orchestra model’ where they have focus on various aspects of an experience, which are all centered around the individuals, who are a part of the experience. The focus in this model is on the psychological entities, who are encoded in the six components in the orchestra model. The first being the sensory component, and is all about the senses, such as smelling, seeing, and touching. The second being the affective component, and is feeling-based, and consists of feelings such as fear, surprise and happiness. The third component being the cognitive component, and is all about the cognitive aspects of an experience, such as thinking, learning, and understanding. The fourth being the behavioral component, and is about all the behaviors during the experience, whether it being related directly to the experience or being something just done during the experience. The fifth and last component being the relationships component, and is all about the relationships during the experience, whether it is between the experience providers and the consumers or just among the consumers. (Pearce & Zare, 2017, p. 58-60)

In the article ‘The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun’ the authors, Morris Holbrook and Elizabeth Hirschman argue the importance of experiential aspects of consumption, with the main focus on consumer behavior variables. This could be important for this paper, since the focus is not only going to be on the experience providers, but the consumers as well. They state that various variables: environmental and consumer inputs, are all processed through an intervening response system, which in the end results

in learning feedback. To demonstrate this statement they have included a diagram in their article and an in depth description of all the variables. (Holbrook & Hirschman, 1982, p. 132-133)

The diagram consists of different variables that fit under three main categories: environmental inputs, consumer inputs and intervening response system. The first main category, environmental inputs, consists of three sub-categories: products, stimulus properties and communication content. The first, products, makes it clear that the tangible goods and services are still in focus, they do however always change as society and consumer demands changes. The second, stimulus properties, is about the verbal stimuli in regard to consumption goods. However, the authors argue that with experience consumption, there has to be something real or at least realistic product samples. The third and last category, is concerned with both the communication in regard to the message itself, but also about explaining the effect of the offering. (Holbrook & Hirschman, 1982, p. 134)

The second main category, consumer inputs, consists of five sub-categories: resources, task definition, type of involvement, search activity and individual differences. The first, resources, is about examining the resources consumers actually bring to the exchange of the offering. The second, task definition, is concerned with the consumers and how they view things and with that how the experience providers makes assumptions based on that information. The third, type of involvement, is not about the level of engagement, but what kind of engagement and responses the consumers provide. The fourth, search activity, is closely linked to the involvement category, and is about the activities and their effect on experiential consumption. The fifth and last, individual differences, are concerned with things such as demographics and socioeconomic status. (Holbrook & Hirschman, 1982, p. 134-136)

The third and last main category, intervening response system, consists of three sub-categories: cognition, affect, and behavior. The first, cognition, is focused on information, memory and related phenomena, these being more private and subconscious . The second, affect, is about how the experiences, memories and information effects the individuals involved. The third and last, behavior, is about how consumers act and consume, such as patterns and values. (Holbrook & Hirschman, 1982, p. 136-137)

Pine and Gilmore has a different view on Experience Economy and take their stand from the providers point of view. With that they talk about “Remember that staging experiences is not about entertaining customers; it’s about engaging them.” (Pine & Gilmore, 2013, p. 45) With this they make it clear that the view experience from the providers’ point of view and that

experience are not just about providing entertainment, but also something much more than that. They focus on concepts such as immersion and absorption in an experience, and with that also the level of active or passive participation in said experiences. They further state that with this also comes four different kinds of experience; esthetic, escapist, educational and entertainment, and what these provide the consumer. The educational type is about the educational values in experiences and how education itself can be an experience itself. The escapist type is about is all about being an active part in the experience and with that also escape from reality and be a part of something more exciting. The esthetic type is about being active participants but what they do does not affect the experience at all. The entertainment type is the oldest and most common type, and is just about entertaining the consumers. It should be noted that Pine and Gilmore makes it very clear, that these types are not separate from one and other but are often, if not always, mixed together to create the best kind of experiences. (Pine & Gilmore, 2013, p. 47-56)

In their book ‘Entrepreneurship and the Experience Economy’ the editors present their understanding of experiences as “(...)they are always embodied and immediate; there is always a subject experiencing something(...)experience is always about enacting, making dreams come true.” (Hjorth & Kostera, 2007, p. 11) By this statement they make their view on experience economy clear, and they believe that it is something that is always present and something that every individual experiences. Furthermore, they also argue that it is something that is staged and a way to make dreams come true and in that sense also escape the real world. Their aim for this book is not redefining or recontextualizing the concept of experience economy, but rather to research the idea, the performance and practice. Furthermore, they focus on various authors and mostly on entrepreneurial organizations. (Hjorth & Kostera, 2007, p. 19) Moreover, they also focus on translating an idea into action, where they focus on the importance of ideas and how that becomes an object, which either then becomes a new idea or an action; all these end in an institution. (Hjorth & Kostera, p. 20) The focus on this translating concept, because they argue that it is not only a major part of experience economy, but also in entrepreneurial events. Aside from this concept they also focus on different kinds of experiences and motivators for these kinds of experiences.

Another perspective on experiences is value, and how it plays a role on the experience economy. The authors of the book ‘Creating and delivering your value proposition: managing customer experience for profit’ argue that value is just like beauty, something that is in the eye of the beholder. By this they argue that what is valuable is what the consumers say is value, since it is

their view and perspective that creates the value. They further state that the very concept of customer experience was generally understood in terms of price and functionality, but that is no longer enough. Because organizations have to focus on the customers and their experiences in the interaction with the organizations, because, as they argue, customer loyalty and customer experience are interlinked. In regard to finding this value they argue that it is about the customers' perspective on both services, goods, experiences, but also knowledge, relationships and also the qualities of the offerings. (Barnes, Blake & Pinder, 2009) Prahalad and Ramaswamy focus on another aspect of value creation, which is the concept of co-creating value. They argue that when creating value you have to take both sides into consideration. Because you cannot create value from the organization's perspective or from the consumer's perspective alone, both sides are being part of co-creating the experience. Because the organization has to take the consumers perspective into consideration and then create a value that fits with the organization's culture and perspective. (Prahalad & Ramaswamy, 2004)

3 Theory

The theoretical framework will lay the foundation for the analysis of the data collected, and since the focus is on experiences, organizations provided experiences and the

consumers' view of said experiences, I have included various experience definitions and models, as well as value proposition and how to communicate value.

3.1 Experience realms

Pine and Gilmore also puts emphasis on the fact that experience are about engaging “(...)treat their economic offering as a rich experience – and not a glorified good or celebrated service – (...)stage in a way that engages the individual and leaves behind a memory(...)mistake we see time and time again: equating experiences with mere entertainment.” (Pine & Gilmore, 2011, p, 44-45) This statement first of all indicates that experiences are about staging and this is the same as mentioned earlier with stories and themes. They also refers back to the concepts of goods and services and how experiences are much more than those. Moreover, it is not just about engaging the individuals, but also making a lasting imprint on their memory. Lastly, they make it quite clear that it is a mistake to equate experiences with nothing more than entertainment, due to the fact that they are much more. In regard to engaging the customers Pine and Gilmore states that, experiences may engaging guest on several number of dimensions. (Pine & Gilmore, 2011, p. 45) This concept of dimensions is also what Sundbo and Darmer mentioned briefly, with experiences being manifold. Pine and Gilmore does however, also provide a figure on the differences dimensions and what they include.

Experience realms

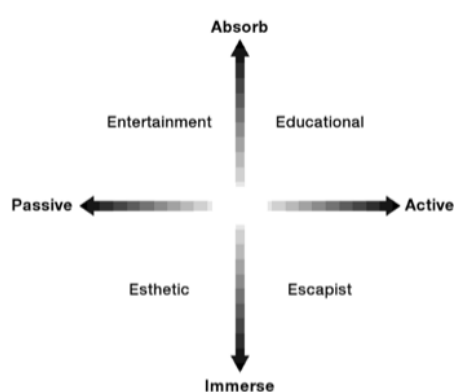


Fig. 2 (Pine & Gilmore, 2011, p. 46)

According to Pine and Gilmore the horizontal axis corresponds with the level of customer participation. On one end there is the active concept, which is regarding consumers having a direct effect on the performance of the experience, in other words they are being a direct

part of creating the experiences for themselves. Then there is the passive concept, which is where the consumer does not have any direct effect on the performance of the experience, in other words they are merely observing the experience. (Pine & Gilmore, 2011, p. 45) The vertical axis describes the connection or even environmental relationship, that connects the consumers with the experience. On one end there is the concept of absorption, which is about bringing the experience into the mind of the individual from a distance. In other words if the experience “(...)goes into(...)” (Pine & Gilmore, 2011, p. 46) the individual’s mind, which can be things like watching a play, because then they are absorbing the experience. On the other end there is the concept of immersion, which is when individuals become a physical or virtual part of the experience itself. In other words if the individual “(...)go into(...)” (Pine & Gilmore, 2011, p. 46) the experience, which is things like playing a virtual game, because then they are being immersed into the experience.

Pine and Gilmore argues that these dimensions are defined by the four realms of experience: entertainment, educational, escapist and esthetic, and these are mutually compatible with each other and are part of creating unique experiences. (Pine & Gilmore, 2011, p. 46) The first realm, entertainment, occurs when individuals passively absorb the experience through their senses, which is also what Fig. 2 illustrates. This experience brings pleasure with no active participation needed from the individuals. Pine and Gilmore further states that “Entertainment provides not only one of the oldest forms of experiences(...)but also one of the most developed and, today, the most commonplace and familiar.” (Pine & Gilmore, 2011, p. 47) This statement makes it clear that although entertainment is one of the oldest forms of experiences, it is also very familiar and common. This means that as the Experience Economy gets more popular, organizations must look into new and different ways in order to create increasingly engaging and enticing experiences. This has led to the three other realms, which are going to add on new dimensions.

The second realm, the educational, is similar to entertainment experience, in the sense that individuals here too absorb the experiences that unfolds in front of them. However, they differ in the sense that the educational experience requires the participants to be active and have a direct impact on their experience. Pine and Gilmore further states that in order for the educational experience to be truly successful, there has to be an increase in the individuals’ knowledge and it must actively engage their body and mind. (Pine & Gilmore, 2011, p. 47-49) Even though, the idea of education may seem dull and not as a great experience, Pine and Gilmore clarifies that that the educational realm is meant to be entertaining as well. They further elaborates this with “By emphasizing creative and expository writing as the active measure of successful tutoring (...)and by

absorbing fun with each visit students find that touring, formerly a dreaded experience, becomes much desired learning.” (Pine & Gilmore, 2011, p. 49) This shows how education can be a desired experience, with things like creativity and activities. This shows a clear need for other realms in order to create an enjoyable experience and by that a successful experience.

The third realm, the escapist differs from educational and entertainment in the sense that it requires much more immersion, it is in fact the exact opposite of pure entertainment. However, it is similar to the educational realm, as Pine and Gilmore states “Rather than play the passive role of couch potato, watching others act, people become actors, able to affect the actual performances.” (Pine & Gilmore, 2011, p. 50) This clearly shows that they are similar in the sense that this too requires active participation from the individuals, and how the individuals are effecting the actual performance. These experiences are either activities or places that are worthy of people time and energy. However, “The value people find online derives from actively connecting, conversing, and forming communities.” (Pine & Gilmore, p. 51) This statement shows that it is not only physical anymore, but the internet is also a part of creating this experience. Moreover, this realm is all about connections, communication and communities. They further elaborates the internet aspect with the fact that it gives people an opportunity to escape their everyday life or just get a distraction from their lives. (Pine & Gilmore, p. 52)

The fourth and last realm, the esthetic, is, according to Pine and Gilmore an experience where “(...)individuals are immersed in an event or environment but have little or no effect on it, leaving the environment (but not themselves) essentially untouched.” (Pine & Gilmore, 2011, p. 53) This realm is similar to the entertainment realm, in the sense that the individuals involved are passive and have no effect on the experience. However, it is similar to the escapist realm, in the sense that the individuals involved are being immersed in the experience and that leaves in impact on them; in other words this realm is about action. Pine and Gilmore further elaborates on this realm by stating that “The esthetic aspects of an experience may be completely natural, as when one tours a national park(...)There’s no such thing as an artificial experience. Every experience created within the individual is real, whether the stimuli be natural or artificial.” (Pine & Gilmore, 2011, p. 54) By this they mean that the experiences staged in this realm can either be complete natural, complete artificial or somewhere in between. However, no matter how they are staged, the experience can never be faked, because every experience is created within an individual regardless if the stimuli is real or artificial.

These four realms are used to create experience and organizations tries to mix them together and create unique experience for their customers. Pine and Gilmore further argues that a mix of the four creates the best experience, and there is a sweet spot in the middle of all four realms. However, I would argue that if you cater to all, you can end up with an overcrowded experience or even worse, your experience are going to be the exact same as every other organization's experience offering.

Even though, the above mentioned is a great part of experience, I want to look into more models and literature regarding those models. The main focus is going to be on place making and communication as well as experiences of course. The reason I have chosen these focus points, is due to the fact that this paper will have a main focus on places, and event.

3.2 The Tourist in Experience Economy

In his article 'The Tourist in the Experience Economy' Anderson states that "The experience industry can do no more than provide input that the tourist may turn into tourist experience. To succeed in doing so, the experience industry must provide inputs for experience that address and fit the needs of the tourist at that particular time." (Anderson, 2007, p. 46) This statement clarifies that all the experience industry can do is provide the means to create and experience, and in order to do so, they must know what the tourist needs are and what they can offer to fit those needs. Moreover, the tourist can put together the offering with their own time and skills and with that the consumption set for the experience is created.

There will be two things in focus in this part of the theory, the first will be a model on creation of experiences, also called consumption project, and the second will be what resources are needed in order to carry out a consumption project, what Andersson calls the 'consumption set'.

3.2.1 Andersson's consumption project

Andersson argues that in a consumption project it is important to take two notions into consideration; the first being, the notional of insatiable or satiable needs of the customers, and the second being, arousal and how it relates to the creation of good experiences. (Andersson, 2007, p. 47) The first notion, as Andersson calls it satiable needs, is argued by Andersson as "The "law of diminishing marginal utility" recognizes that a tourist may have a reduced appreciation of his tenth museum visit compared to his first one, but utility is always positive, i.e. the tourist is always

willing to pay a price, although possibly a considerable lower fee than for the first visit.” (Anderson, 2007, p. 49) By this statement it is argued that in this case there is argument for always a positive outcome, since the individual will always be somewhat excited for the experience. However, Andersson also compare experiences to salt on a dish, where it is fairly certain that at some point the salt experience is not just going to be good and well balanced, but it can actually have a negative outcome, because the salt becomes too much. This is also what can happen with experiences, if they are not well balanced, they get too much and the individual will not enjoy the experience. (Andersson, 2007, p. 49) Andersson suggest that in order avoid this and for experiences to be successful and desirable there has to be an element of fear or danger. He uses the example of a family going on a trip to new adventures, where it is all exciting, however the parents know that some things could go wrong, and if at the end of the day nothing bad happens, it has been a very good experience. This leads to the concept of arousal and the model Andersson has included in his article. (Anderson, 2007, p. 49)

Andersson describes the effect of arousal as “(...)a sense of well-being, but the relation between arousal and well-being is not assumed(...)to be linear with continuous increases in well-being for increasing arousal. Too much arousal will be unpleasant(...)” (Andersson, 2007, p. 49-50) This statement relates back to the statement about too much salt, because Andersson argue that increasing arousal with no stops does not result in increased well-being. Too much arousal will become too much for an individual over time, this is where the model comes into play.

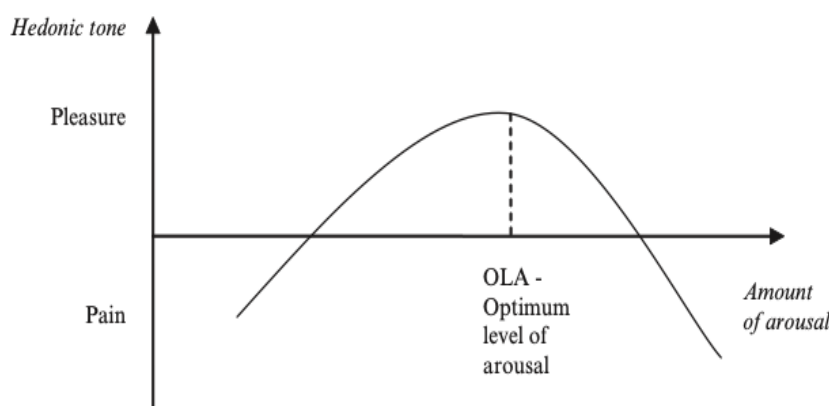


Figure 1. A model of satiable needs and negative marginal utility.

Fig. 3 (Andersson, 2007, p. 50)

With this model Andersson claims that “(...)with increasing well-being up to the optimal point where well-being will start to decrease the further arousal is increased from that point.” (Andersson, 2007, p. 50) By this he means that there should be an increase in pleasure levels, which will

increase an individual's well-being and pleasure. However, when the well-being reaching the optimal level of pleasure (OLA), there needs to be an adjustment with added pain, which will decrease the amount of arousal. There needs to be a constant movement between pain and pleasure, because if the pain gets too much, the individual will not enjoy the experience at all and stop, however if there is too much pleasure the individual will get bored and once again not enjoy the experience. (Andersson, 2007, p. 50) It should however, be noted that with pain it is not meant physical pain, but more like boredom, a break or even a sense of danger. Andersson further elaborates on this concept with two separate nervous systems, that both works in different directions, and both adjust arousal levels and bring them closer to the OLA. The first, the Behavioural Activation System (BAS), is when individuals react to potential rewards, such like pride or accomplishing a difficult task, and this will increase the arousal levels. The second, Behavioural Inhibition System (BIS), is about fear and potential punishment, such as fear of heights or being left out from an experience, which also leads to an increase in arousal levels. This approach and model will be used to analyze the two escape room facilities and how their experiences fits under the model and approach to fear and danger.

3.3 The Orchestra Model

Phillip Pearce and Samira Zare argue that there are several reasons for individuals to purchase experiences, the main two drivers: the first being the fun behind the experience and the second being a fulfilment of fantasies. Moreover, there is also the argument that people have a need for bragging about their status and therefore they buy experiences in order to do so. (Pearce & Zare, 2017, p. 55) Although Pearce and Zare's arguments aligns with other scholars, they differ in the sense that their Orchestra model includes factors not mentioned earlier in this paper. Their models covers areas based on experiences that are based on social, cognitive and behavioral elements. (Pearce & Zare, 2017, p. 58)

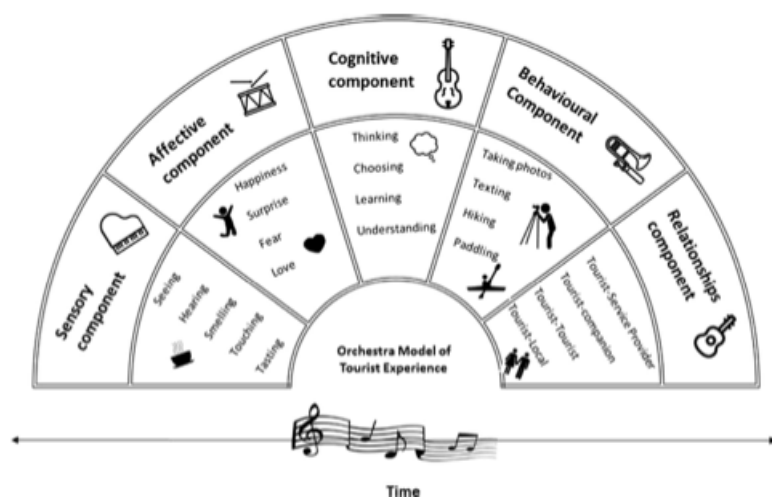


Fig. 1. Orchestra model of tourist experience. (Pearce, 2011).

Fig. 4 (Pearce & Zare, 2017, p. 59)

Pearce and Zare puts emphasis on "(...) psychological entities encoded in memory-cognitive, sensory, affective, social-identity (or relationship) and physical components." (Pearce & Zare, 2017, p. 58) The sensory component includes all the human senses, such as hearing, smelling and touching. The affective component includes all kinds of feelings, such as love, happiness, and fear. The cognitive component includes the cognitive parts of human nature, such as learning and understanding. The behavioural component includes all the actions the individuals make during the experience. And lastly, the relationships component includes all the relationships that are created during an experience. Pearce and Zare further argues that all of these components occurs in experiences, and they uses the example of water rafting to illustrate their argument. Because during water rafting components such as talking and paddling are the behavioural components. And the relationships between the experience offers and the recipients as well as among the recipients. The sensory and affective components occur throughout the entire experience, due to all the input the individuals receive during the experience. Lastly, there is the cognitive component, which happens both during the experience and later when the individuals recall the memory and talk about it to others. (Pearce & Zare, 2017, p. 58)

Now that I have established some perspectives on the experience economy and what models I have chosen to include that can help me analyze the experiences provided by various organizations and what the consumers' perspective are on said experiences. I can move on to value proposition, which will help me analyze value statements and how to communicate value.

3.4 What is value proposition?

In the article ‘Value Proposition as Communication Practice: Taking a Wider View’ the authors state that “Lanning and Michaels (1998) defined value proposition as a statement of benefits offered to customer group and the price a customer will pay.” (Ballantyne, Frow, Varey & Payne, 2011, p. 203) By this they indicate that value proposition is about making a statement of all the benefits a certain organization offer their target consumers. Moreover, they also clarifies that the offerings has to be at price their consumers are willing and also able to pay. In regard to cost James Anderson and James Narus argue that “Under pressure to keep cost down, customers may only look at price and not listen to your sale pitch. Help them understand – and believe in – the superior value of your offerings.” (Anderson & Narus, 2006, p. 91) By this they clarify that value proposition is about showing your target consumers what your organization is offering, when what the might only look at is the cost. Furthermore, it is also very important to communicate this offering properly because often times consumers does not care about your sales pitch but you have to make it clear why your offering is superior. However, they further argue that it does not really matter what you offer or how you communicate it to your consumers, if you do not actually follow through with it. (Anderson & Narus, 2006, p. 91) In other words you cannot just talk the talk, you must walk the walk. Because there is no use in promising something if you do not follow through with it, this will just make the consumers doubtful of your integrity. While Lanning and Michaels’ take on value proposition is what they call a delivery system, which will be elaborated on further later in this paper, Anderson and Narus talk about three different kinds of value proposition “(…)use the term “value proposition” into three types: all benefits, favourable point of difference, and resonating focus.” (Anderson & Narus, 2006, p. 91), which is what will be elaborated on in the following section.

The first approach, all benefits, is “(…)when asked to construct a customer value proposition, simply list all the benefits they believe that their offering might deliver to target customers.” (Anderson & Narus, 2006, p. 92) Since this approach is all about just listing all benefits your organization offer to their target consumers, it is also the approach that requires the least amount of work and with that also the least amount of knowledge. Even though, this approach takes the least effort there are major drawbacks to it, the main one being benefit assertion. This is the risk of alternatives, because when you list all the benefits to your offering, there is the major risk of being just like every other organization in the same field of work and further it makes your organization seem without a real aim, because it offers to many general things. Another risk is the

fact that what makes you different and unique might drown in the list of all the benefits. All of this is going to make all the organizations within the same field look the same and with that the consumers will end up making their choice based on price and not offering. (Anderson & Narus, 2006, p. 93-94)

The second approach, favourable point of difference, does “(...)explicitly recognizes that the customer has an alternative.” (Anderson & Narus, 2006, p. 94) This approach is all about differentiating your offering from the rest, and the question here is why should the consumer buy your offering instead of your competition’s. This approach requires more effort, since you will need knowledge about your competition and what they offer, in order to be able to differentiate your offering and how it is better. It is also in this approach where the term *value presumption* comes into play, which is the assumption that what makes your offering different must be valuable for the customers. This is also a pitfall, because as mention it is only assumptions and assumptions can be wrong, and that can be a risk for the organization. (Anderson & Narus, 2006, p. 94-95)

The third and last approach, resonating focus, should be, according to Anderson and Narus, “Although the favorable points of difference value proposition is preferable to an all benefits proposition(...)the resonating focus value proposition should be the gold standard.” (Anderson & Narus, 2006, p. 95) Anderson and Narus argue that this approach should be the main approach, and this approach is about making your offering superior on the specific elements that matter most to your target customers. Further, it is important to both demonstrate and communicate the value in both a professional and understanding way to your consumers. It seems quite familiar to favourable point, it differs in the way that although there might be several points, the main focus is going to be on one or two point for each of the product lines. However, there are also pitfalls in this approach, because in order to successfully use this approach there is a need for an extensive research in customer value, in order to gain insight in what is required and wanted and then provide it. This is a challenge because this takes a lot of effort, time and resources, and that might not be something all organizations have or they might not get all the information they actually need. (Anderson & Narus, p. 95-96)

3.4.1 Consumer value perspective

In their article ‘Identifying Competitive Customer Value Propositions in Retailing’ the authors state that “(...)many authors agree on two issues: a customer value proposition should be defined from the customer perspective, and it has a key strategic role within the organization in pursuit of competitive advantage.” (Rintamäki, Kuusela & Mitronen, 2007, p. 622) By this they

make it clear that the customer and their perspective plays the biggest role in regard to what defines the value proposition, and how it is the main role in how organizations compete with each other and how they get ahead of the competition. They further touch upon the negative and positive consequences of customer value proposition: the positive being all the benefits the consumers will attain from the offering, while the negative is about all the sacrifices the consumers must make in order to obtain the benefits of the offering. (Rintamäki, Kuusela & Mitronen, 2007, p. 622) Aside from the consumers and their point of view Rintamäki, Kuusela and Mitronen also mention the organizations, when they state that “Whereas customers value is always defined by customer’s subjective perceptions and evaluations of the total customer experience, competitive advantages defined by the company’s use of resources and capabilities to create customer value.” (Rintamäki, Kuusela & Mitronen, 2007, p. 624) By this they once more make the importance of the consumers, they also make it clear that so is the organization’s capability and resources in regard to the creation and providing of the customer value. Now that I have established the importance of customer value proposition, I will move on to talk about the various kinds of customer value perspective that the authors mention: economic, functional, emotional, and symbolic.

The first, economic customer value proposition, is about “(...)customers who buy on the basis of price only and are not able or willing to make the monetary sacrifice required for higher quality. They might devote a great deal of time and effort to finding the best bargain.” (Rintamäki, Kuusela & Mitronen, 2007, p. 627) This type of consumer perspective value is all about the economic influence on the consumer’s choices, and the consumer is either not willing or able to pay more than other offerings might require. This kind also makes the consumer work harder for the offering since, they may often have to do research on offerings and their prices, in order to choose the right one for them. Moreover, they might pay more for an offering, if that offering’s quality outweighs the increased price. The second, functional customer value proposition, is about “Customers who are motivated primarily by value convenient solutions search for functional value.” (Rintamäki, Kuusela & Mitronen, 2007, p. 627) This type is all about convenience for the consumer, not in terms of achieving the offering but what the offering can help the consumers with. It is all about the needs of the consumers and how these needs can be met and with that make their lives easier. The third, emotional customer value proposition, is primarily motivated by value convenient solutions search for functional value. (Rintamäki, Kuusela & Mitronen, 2007, p. 628) This type is about creating emotional value for the consumers and with that make a connection between the offering and the consumers, which will make them more likely to buy the offering. The

fourth and last, symbolic customer value proposition, is about how customers are motivated by self-expressive aspects of consumption, who appreciate realtors, who create symbolic value. (Rintamäki, Kuusela & Mitronen, 2007, p. 629) This type is all about providing the consumers with a relation to the offering, and this happens through symbolic meaning, which then creates positive feelings in the consumers and with that feeling and connection to the offering the will buy it and even communicate it to others.

3.4.2 Value delivery system

As mentioned earlier in the ‘what is value proposition’ section, Lanning and Michaels (1988) talks about the approach ‘Value Delivery System’, which is a three step process that all highlights the critical importance of communicating value. The following figure demonstrates the three step process:

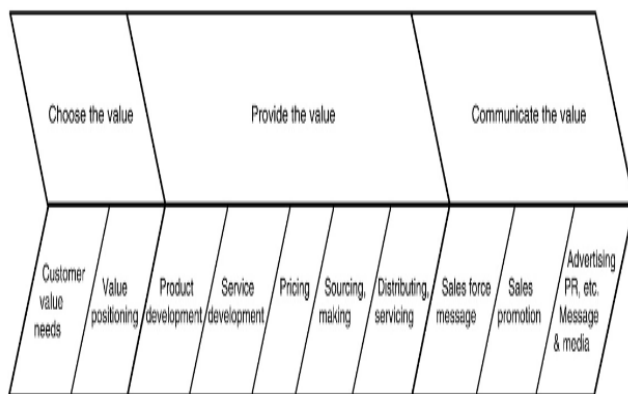


Fig. 1. McKinsey & Co's value delivery system.
Based on Lanning and Michaels (1988).

Fig. 5 (Ballantyne, Frow, Varey & Payne, p. 204)

In order to further elaborate on this figure, I have chosen an article by Michael Lanning, where he talks about value delivery and the three step process: choosing the value proposition, providing the value proposition, and communicating the value proposition. (Lanning, 2003, p. 5)

The first step, choosing the value proposition, is “(...)to genuinely choose a value proposition is to make the central decision of business strategy, for a value proposition defines the precise objective of a business.” (Lanning, 2003, p. 6) By this Lanning argues that the starting point of value proposition and the delivery of it begins with actually choosing what value you can, and

want to provide to your target consumers. Furthermore, this statement also have to represent what your organization is about and your values. This step is not just a promise you make, but also an opportunity to gain the loyalty and trust of your consumers. The second step, providing the value proposition, is the action of providing the value itself, and bring it from words to real life, for your consumers to obtain. Lanning further states that it is important to keep in mind that the value provided should not just be something from one department of your organization, but be about the very core and values of the entire organization. (Lanning, 2003, p. 6) The third step, communicating the value proposition, is the very last step and is when you have stated the value and provided it, because those steps are not enough, you must also then communicate all of this to your target consumers. All three steps are equally important, because without a value, you cannot provide anything and without communication, your target consumers will not know what you are offering and what values your organization have. The communication step is also about making your case, and make it clear why your offering and organization is the better choice compared to your competition. (Lanning, 2003, p. 7)

Now that I have established various models and approaches to experiences as well as value proposition and how value is communicated, I will move on to the methodological part of the paper. This part will be concerned with my philosophy of science approach, data collection methods and how I plan to analyze the data collected.

4 Methodology

The methodological framework will lay the foundation for all the data collected, both how it is collected, why some data is chosen over other and how data and knowledge is understood and interpreted. The first part of this section will be my philosophy of science approach, which is social constructivism, followed by my data collection approach, which will be Netnography, and lastly the data collection itself and the approaches I have chosen to analyse the data.

4.1 Philosophy of science

The philosophy of science paradigms chosen for this project is mostly social constructivism, however there is also a minor focus on interpretivism. The choice of philosophy of science paradigm was based on the factors that the aim of this paper is not to make final conclusions or create statistics, but rather to create an understanding of a phenomenon and how it is created, and also to interpret on data and knowledge gathered in this paper.

4.1.1 Social constructivism

Several theorists have researched and written about the concept of Social Constructivism, such as Allen D. Hansen (2013), Søren B. Wenneberg (2000), and Hans G. Gadamer (1989). I have however, chosen Peter L. Berger and Thomas Luckmann for this project. This choice was made based on the fact that they have had a great impact on the spread of it. (Wenneberg, 2000, p. 44)

Berger and Luckmann has a very unique way of viewing reality, they incorporate everyday life and has written their book based on that concept. This concept is seen with their usage of the term 'common-sense knowledge', which they describe as "(...)the sociology of knowledge must first of all concern itself with what people 'know' as 'reality' in their everyday, non- or pre-theoretical lives. In other words, common-sense 'knowledge' rather than 'ideas'(...)" (Berger & Luckmann, 1991, p. 27) By this they clearly describe that the knowledge that controls our everyday life, is not something theoretical but rather just everyday common-sense, and what individuals consider reality. Berger and Luckmann further argue that if this everyday knowledge is repeated enough times, it will create a pattern and this pattern will lead to be part of the creation of our socially constructed reality.

This idea of the everyday knowledge creating a reality merges into one of their other concepts, which is what they call ‘institutionalization’. This concept is about how the reality created is not something that happens individually. However, it is rather happening intersubjectively and within larger groups of individuals, who are all then objectifying the before mentioned patterns. Moreover, it is also in this process, institutionalization, where the intersubjective reality is being created, which Berger and Luckmann describes as the common-sense reality that is constructed and the way it is shared with other individuals. Berger and Luckmann further claims that all of this takes place through interaction and open communication among individuals. (Berger & Luckmann, 1991, p. 33, 73)

Aside from these concepts Berger and Luckmann also work with subjective and objective realities, and these overlaps one another in a three step process. This three step process is highlighted with a statement of theirs “Society is a human product. Society is an objective reality. Man is a social product.” (Berger & Luckmann, 1991, p. 79) By this statement they argue that the society we live in is first and foremost man-made, this happens due to the fact that individuals construct the reality and that socially constructed reality is what makes up a society. Once the society has been constructed, it then becomes an objective reality over time, because with time man will definitely forget that he was in fact the one who created society. The last step is when the objective reality is shaping man, and with that man is now becoming a social product. Berger and Luckmann states that these three steps can be described as internalisation, objectification and externalisation. They further argue that these three terms and steps are closely linked together and they are all dependent on each other and one cannot occur without the others. Lastly, they state that all of them combined describe the concept of institutionalization of ‘common-sense knowledge’. (Berger & Luckmann, 1991, p. 78-81) In order to make this process easier to understand, because it can seem rather complicated, I have made the following figure:

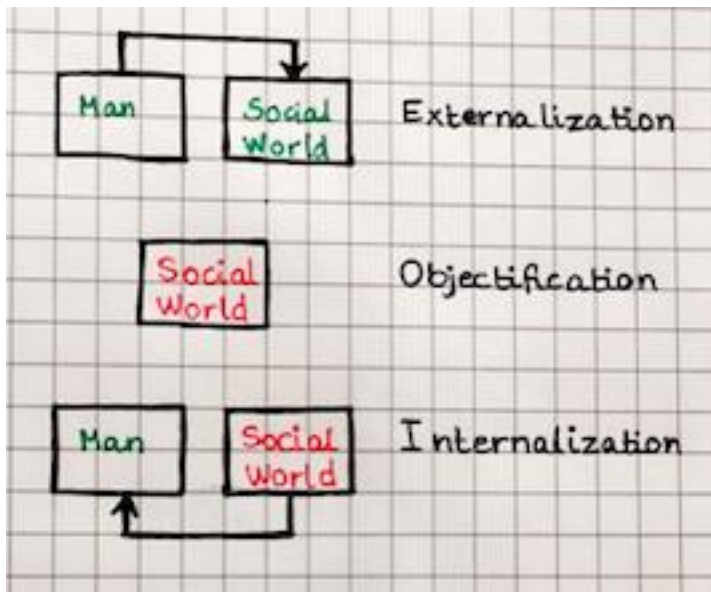


Fig. 6

I made this figure in order to illustrate the intersubjective reality, which is what I believe is things such as patterns, values and norms, which all contribute to the creation of the shared reality. This shared reality is then what is called institutionalisation, which is all something that happens through objectification. I believe the constructed reality, to be what controls our everyday routines, and habits, and this then contributes to the newly constructed view-frame. Due to the previous steps, the newly created view-frame is founded on previous generations' subjective realities and the next generation is going to be born into that newly created reality. Further, the objectification happens through interaction, in other words through externalization. However, if it happens through individuals' subjective realities, it is called internalization. The figure further shows, how all of these steps are interlinked, and as the arrows indicate, it goes in a ring; which means that the process happens over and over again through time, and is ever repetitive.

Although all of the before talked about gives great insight to the view on philosophy of science approaches and thoughts from Berger and Luckmann's perspective, it does not quite shows any stance in regard to 'reality' and 'knowledge'. This is also what they indicate when they state "We need not enter here into a discussion of the semantic intricacies of either the everyday or the philosophical usage of these terms. It will be enough, for our purpose, to define 'reality' as a quality appertaining to phenomena that we recognize as having a being independent of our own volition (we cannot 'wish them away'), and to define 'knowledge' as the certainty that phenomena are real and that they possess specific characteristics." (Berger & Luckmann, 1991, p. 13) With this statement Berger and Luckmann makes is rather clear that they do not take a stance in regard to philosophical questions regarding reality and how it is viewed and the objectivity of knowledge.

They do however, take an implicit stance on ontology and epistemology, and they define knowledge as something that is the determined factor in terms of whether a phenomenon is present and real. Now that I have established my philosophy of science approach, I will move on to focus on my ontological and epistemological stances in this paper.

4.1.2 Ontological and epistemological stances

As stated in the previous section, about social constructivism, it is claiming that there is not one objective reality, and this means that ontologically reality is viewed as something that is subjectively defined and also a social construct. (Berger & Luckmann, 1991, p. 13, 33-34) With this in mind I can conclude that every individual has their very own socially constructed reality and with time that reality is bound to change along with the individual and its changes. This all means that since the objective reality does not exist, social constructivism argues that every single subjective reality is real. (Collin, 2003, p. 24) (Wenneberg, 2010, p. 115-116) Taking the many socially constructed realities into consideration, it does not make any sense to use a quantitative approach in order to collect data. Due to the reason that a quantitative approach takes its starting point in objective empirical data, and this kind of data is often all about simplifying what is in reality complex subjective realities. Opposite this approach is the qualitative approach, which is much more relevant in regard to social constructivism. Since social constructivism is all about finding in depth results and the truth, and with major focus on individual realities, situations, and circumstances. By choosing this approach the result of my research is going to be more in depth, than if I had chosen a quantitative approach. Further, there is the ability to focus on certain situations and narratives, which are relevant to my research, instead of having a lot of narratives that have little to no relevance. Because all of this will then in the end result in the conclusions being explanatory rather than generalizing and their starting point will be in individual subjective realities, which is once again what social constructivism puts emphasis on.

In regard to knowledge and what is seen as knowledge, social constructivism, as mentioned earlier, does not really acknowledge the fact that knowledge is something that can be objective. What is interesting in social constructivism is the acknowledgement of the individual subjective reality, and the individuals' intersubjective understandings. (Collin, 2003, p. 24) Another approach in regard to epistemology is social interpretivism, which is also an approach I have chosen to take into account for this paper. Social interpretivism is, according to Bryman, a clash between hermeneutics and positivism. (Bryman, 2012, p. 28) This makes social interpretivism all about

constructing meaning and creating understanding in regard to subjective experiences. With all of this in mind, I have for, this paper, chosen to acknowledge theorists, and their approaches as well as perspectives regarding realities being constructed by consumers of the various organization as well as the organizations themselves. Furthermore, I am choosing a deductive approach “(...)on the basis of what is known about in a particular domain and of theoretical considerations in relation to that domain, deduces a hypothesis(...)” (Bryman, 2012, p. 24) I have chosen to first read and acknowledge theories as well as research on my chosen topic as valid knowledge, and with that knowledge in mind made my hypothesis, and that hypothesis has then shaped the analysis of this paper.

Now that I have established my philosophy of science approach as well as what knowledge I am aiming for, it leads me to the choice of method, and since all the data collected in this project is going to be found online, the method in this paper will be Netnography.

4.2 Netnography

For the Netnography part of this paper I have chosen the perspective of Robert V. Kozinets and the source I have chosen is his article ‘Netnography 2.0’ from 2006. My choice of author is based on the fact that he was the one who developed this method, and my choice of source is based on the fact that Kozinets himself state that it is an updated version on his original paper. (Kozinets, 2006, p. 3)

In his article Kozinets state that he “(...)originally developed and defined the technique during my thesis work on fan communities in 1995 as directed at what I then termed ‘vital communities of consumption’(...)The method was positioned as ‘market-oriented’ – in truth it is of course agnostic as to application.” (Kozinets, 2006, p. 3) By this statement Kozinets makes it clear that although Netnography had its origin in something market-oriented, it can easily be applied to all sorts of situations. When it comes to Netnography itself he argues that Netnography is an adaption of ethnography in terms of techniques and circumstances, the only differences between the two are the fact that Netnography takes place solely online and it is only about data available publicly in online forums. (Kozinets, 2006, p. 3) Furthermore, Kozinets state that one of the main applications of Netnography is “(...)the identification and understanding of the needs and decision influences of relevant online consumer groups.” (Kozinets, 2006, p. 3) With this Kozinets clearly

states that Netnography is not about numbers and statistics on what is being researched, but rather about creating and understanding the reality that is presented. This is also what both the quantitative methodology as well as social constructivism is concerned with, which once again makes it the right method for this paper. Kozinets then moves on to the central explication of Netnography, which he bases around the differences and similarities of its field procedures and methodological issues it has with ethnography. These procedures include: marketing cultural entrée, gathering and analysing data, conducting ethical research, and providing opportunities for culture member feedback. (Kozinets, 2006, p. 4)

The first procedure, *entrée*, is “(...)preparation for understand a Netnography. I recommended that researchers initially have set of specific marketing research topics or questions in which they are interested in, next that they identify particular online forums that might help to informs that might help to inform them about these topics and answer their questions.” (Kozinets, 2006, p. 4) The *entrée* procedure is like the name indicates, all about entering the research area. The research begins with identifying research topics, questions and in general area of interest for the researcher. Moreover, it is also about identifying online forums that could be interesting in regard to data collection, in terms of what could help the researcher find answer to research questions and topics. In regard to this paper the research topic is experiences and more specific escape rooms, and all the information will be found on various online forums. In regard to forums Kozinets argues that there are five different types: rooms, boards, dungeons, lists, and rings. The first type, rooms, are all computer-mediated places, which consist of two or more people, who gather together primarily for social objectives, where they all interact synchronously; and all of this happens in real time. The second type, boards, is about distinct communities online of course, which are all organized around interest specific electronics boards. In this type people post messages, and others reply to said messages; these will then over time create a coherent conversational thread. The third type, dungeons, consists of any kind of computer-generated environment, where at least one person socially interact through a structured format of role- and game-playing. The fourth type, lists, is very much like the name suggests, it is a group of people, who gather together on the same single e-mail mailing list, and this is in order to be able to share information about a particular topic of mutual interest to the participants. The last type, rings, consists of organizations that are related web-pages, which are all linked together, and are structured by interest. (Kozinets, 2006, p. 4-5) Aside from the various types of forums Kozinets gives one final advise on *entrée* “(...)I still believe that researchers(...)need to favour studying online communities that: (1) relate to their research

question, (2) have more ‘traffic’ of difference message posters (unless the focus seek depth of understanding and willingly trades of numbers for richness), (3) offer more detailed or descriptively rich data (as blog and chat might), and (4) offer more social interactions.” (Kozinets, 2006, p. 6) With this Kozinets argues that forums should primarily be favoured based on: their relation to the research question and topic, have different messages unless the research focus is on more in depth understanding, have detailed and descriptive data and lastly offer social interactions. In this paper I will primarily have focus on in depth and detail rich sources, as well different messages.

The second procedure, data collection and analysis, is according to Kozinets about gathering three different types of data. (Kozinets, 2006, p. 6) The first type being data that the researcher copies directly from whatever forum they chose, and the data is based on the communication of the members. The second type being data that the researcher inscribes based on observations of communities, members, interaction, meanings and the researcher’s own participation. The third type of data being interviews of the members and communities by the researcher, which are then inscribed and used as argumentation. (Kozinets, 2006, p. 6-7) Even though, there are three types of data in Netnography, I will only be incorporating the two first types of data in this paper. In regard to data analysis Kozinets state that “As a form of ethnography, Netnography encompasses multiple methods, approaches, and analytical techniques.” (Kozinets, 2006, p. 7) By this Kozinets draws similarities between ethnography and Netnography, while concluding that Netnography is multi-layered in terms of analytical techniques and methods, some of these, I have included some that might be interesting for this paper, being: projective techniques, semiotic analysis, visual analysis, content analysis and observational. Kozinets further argues that “All that requires for an investigation to be netnographic(...) is that the data collection be analysed to understand consumers in the online communal and cultural context in which they are embedded, rather than the analysis be conducted so as to strip out context and present consumers or their practices as more general representatives of wider groups or more universalized phenomenon.” (Kozinets, 2006, p. 8) As stated earlier, by myself, this method is leaning toward a qualitative approach, and this is also what Kozinets makes clear by this statement. Because in this statement he makes is very clear that in order for a research to be netnographic the focus should be on context and situations rather than making generalizations. Furthermore, the aim is to create understanding of a situation rather than trying to firmly conclude on something. Lastly, in regard to this procedure, Kozinets argues that he suggests the usage of penetrating metaphoric, hermeneutic, and symbolic interpretation in order to reveal the profound insight in data. (Kozinets, 2006, p. 11) With this he

further clarifies that this method is all about context, and in depth analysis of data in order to create meaning; this is once again also what social constructivism and this paper aim to do.

The third procedure, research ethics, is “(...)ethical concerns over Netnography are based in two nontrivial, contestable, and interrelated concerns: (1) are the online sites used to be considered a private or a public site? And (2) what constitutes informed consent in cyberspace?” (Kozinets, 2006, p. 11) In regard to the first concerns, it is rather easy to determine whether a forum is private or public, so this will not create any major issues in this paper. Because all data I will collect will be in public places, and in terms of specific individuals, then their names and pictures will be left out and with that assure anonymity. In regard to the second concerns, it is harder to determine whether there is consent or not. But in regard to this paper, I will not include anything people have not put public online themselves. Kozinets himself also suggest three ways to be on the safe side: the first being to always disclose yourself and your intentions if needed, the second being guaranteeing anonymity, which is also what I will do, and the last being offer members feedback, which is not something I will do. (Kozinets, 2006, p 12-13)

The last procedure, members check, is about getting back to the members included and let them read your research. (Kozinets, 2006, p. 13) However, I will not be doing this, since I am not going to analyse on communities, but rather organizations and individuals’ and their public opinions. Now that I have established the nethnographic approach, I will move on to focus on the how I have used this approach for my data collection and my data collection in general.

4.3 Data collection

In regard to data collection Bryman argues that “Some methods entail a rather structured approach to data collection – that is, the researcher establishes in advance the broad shape of what he or she needs to find out and designs research instruments to implement what needs to be known.” (Bryman, 2016, p. 10) This is also the approach I took to the data collection of this paper, I had a clear idea of what perspective and data I wanted to include in this paper and with that idea I created a structure for the data collection. In order to best find data to help answer the research question, I knew I needed both the experience providers’ perspective as well as the experience receivers’ perspective; this made the data collection two part.

The first step in my data collection was choosing the organizations. It is of course no surprise that the selection was far greater in the US than it was in Denmark, so I had to make sure that whatever kind of experience I chose to focus on, they had to be not only available, but also popular in order to collection sufficient data both from the organizations’ and consumers’

perspective. After some research, my choice fell on escape rooms,. This type of organizations – and in other words experiences – were both to be found in the Danish market as well as the US market, and both quite popular among the consumers. In order to choose specific organizations I used the website TripAdvisor, since that is, according to themselves, one of the world's biggest travel platforms with over 463 million travellers using their website every month. (TripAdvisor, 2021, p. About us) I chose my organization by selecting country first, either Denmark or the US, and then chose the two top-rated organizations, and of course with reviews as well, in order to get the consumer's perspective as well. In the US market the top organization was: 'The escape room fishers', and for the Danish market the top organization was: 'Escape room by Midgaard event'. All data in regard to the organizations self-representation was found on the organizations' official websites, because I wanted to get the information directly from their main platform. Furthermore, this kind of data is qualitative data, because I will be analysing specific statements from the organizations, and I will have no focus on their visitor count or any other statistic. I am trying to create an understanding of the reality they have created and what their value proposition is and how they communicate it to their consumers.

The second step in my data collection was collecting data from the consumers' perspective, which in regard to this paper also will be found on TripAdvisor where the consumers have left reviews on the various organizations chosen for this paper. As mentioned earlier in the methodology section of this paper, this kind of platform is a variation of two forums: lists and boards. (Kozinets, 2006) I decided on the most recent 100 reviews on each organization, because that would eliminate the risk of reading old reviews that the organizations might have read themselves and maybe made those changes. When I finished collecting all the data reviews, I then moved on to make a thematic scheme/schedule. I made this choice in order to create an overview of the main themes found in the reviews. Furthermore, I wanted to keep the data analysis mainly qualitative, since I am not trying to make final conclusions but rather create an understanding and explanations. The themes are all chosen based on the reviews and what was mentioned most, in order to create the best representation of what the reviewers had to say about the experiences. Now that the data collection part of this paper has been founded, I will move on to focus on the analysis and coding approach of the data collected.

4.4 Content analysis, coding and thematic analysis

In regard to the analysis of the data collected from the consumers point of view in this project, I have chosen the approach of coding in order to make my data easier to work with. In order to do so I have chosen Bryman and his approach to data and content analysis, as well as coding and thematic; coding and thematic are both linked together and are part of the same concept.

In regard to data analysis Bryman state that “For a start, the raw data have to be managed. This means that the researcher has to check the data to establish whether there are any obvious flaws.” (Bryman, 2016, p. 11) Before the researcher can even begin to work with the raw data, he/she has to make sure that there are no obvious flaws in the data. Once the data has been examined then there are a few things the researcher can do with said data, one of them being thematic analysis. This is, according to Bryman, when data is being analysed with the aim of extracting the core of the data; in other words find themes. This is also what social constructivism and Netnography aim to do, it is all about create an understanding and describe rather than draw final conclusions. Bryman further states that “One of the main elements of the identification of themes was through coding(...). With the analysis of qualitative data, coding is a process whereby the data are broken down into their component parts and those parts are given labels.” (Bryman, 2016, p. 11) By doing so the data collected will be managed, and with that easier to analyse and comprehend. Further, it will also make it easier for the researcher to identify recurrences and patterns in the data collected. This is also what Bryman argues, when he states that “Data analysis is fundamentally about *data reduction* – that is, it is concerned with reducing the large body of information that the researcher has gathered so that he or she can make sense of it.” (Bryman, 2016, p. 11) This once again makes the approach perfect for this project, since I will need to find tendencies and patterns in my data from the consumers’ point of view, in order to be able to create and understanding of what the consumers value and seek out. Aside from the themes and managing data, Bryman also talks about two different types of data analysis: primary and secondary data. The first, primary data, being about the researcher who were responsible for collecting the data also being the one who actually analysis it; which is the approach I will be doing. The second, secondary data, is about someone else analysing on the data collected. (Bryman, 2016, p. 11) Now that I have established data analysis, I will move on to content analysis and coding.

In regard to content analysis Bryman includes two descriptions if it, the first by Berelson and the other by Holsti: “Content analysis is a research technique for the objective,

systematic and quantitative description of the manifest of communication.” and “Content analysis is any technique for making inferences by objectively and systematically identifying specified characteristics of messages.” (Bryman, 2016, p. 284) One thing both these definitions have in common in the references to the two qualities: objectivity and being systematic. The first, objectivity, is, according to Bryman, about objective schedules that are controlled by rules and have specific criteria. The second, systematic, is, according to Bryman, about being systematic with the application of the rules in the sense of being consistent and with that suppress the risk of being biased. (Bryman, 2016, p. 284) A difference between the two is however: the first is also concerned with ‘manifest content’, and that indicates that content analysis is concerned with uncovering the apparent content, while the other is concerned with finding the meanings that lie underneath the superficial surface of the data. (Bryman, 2016, p. 284) But in order to quantify data it has to, as mentioned earlier be themed, and that is also what Bryman calls coding.

Bryman argues that coding is a crucial step in content analysis. Bryman further states that there are two main elements in coding: designing a coding schedule and designing a coding manual. (Bryman, 2016, p. 293) The first, coding scheme, is a simplified form, where the all relevant data in a research is entered. The coding scheme, is a form, of rough draft, and is more of an overview of the main themes. The second, coding manual, is a much more in depth form and builds on the coding scheme. It includes all the possible categories, and sub-categories, as well as all the various dimensions, and all numbered information. (Bryman, 2016, p. 293-294) I will in this paper use both coding schemes and coding manuals in order to quantify my data in regard to the consumers’ point of view, which will make the data manageable and easier to analyse.

I have now established everything factor, my theoretical foundation, philosophy of science approach as well as methodology, this means that the next step in this paper will be regarding the analysis of the two organizations chosen for this paper.

5 Analysis

This part of the paper will be concerned with the analysis of the two chosen escape room facilities, their self-representation and customer perceptions of these organizations. The structure of the analysis will start with a case of the organization, followed by an analysis of the self-representation, which will be structured according to the theory chapter. Lastly, there will be an analysis of the consumer perceptions, which will be structured according to themes found in the reviews.

5.1 Midgaard Escape Room Event:

Escape Room by Midgaard event is located in Copenhagen, Denmark, and is, according to themselves, one of the most experienced event companies and they have been creating professional events since 2000. Furthermore, they are specialized in planning and executing team-building and theme events, where they have a certain focus and love for mysterious, role playing and interactive events. In regard to their clients they mention some big names such as Maersk, Nordea, Novo Nordisk, Simcorp and Regions & public services, they however, also makes it very clear that aside from organizations they also have private customers. When talking about their staff they state that it consists of a mix of game-enthusiasts and event makers, who all played a part in creating and developing the various escape rooms that are offered. In order to create the best experience for their customers, they have focus on brain puzzles and mysteries with tools from psychology, theatre, logistics, HR and great customer service. Lastly, they also mention the three titles they have been given by TripAdvisor: 'best escape room in Copenhagen', 'best escape room in Denmark' and 'fun and games in Copenhagen'. They are also the largest escape room facility in Europe, with 15 different rooms that are divided into three main themes: Sherlock Holmes, Outbreak and Da Vinci, and with a capacity of up to 90 people playing simultaneously. Now that I have briefly touched upon the facility in focus in this section of the analysis, I will move on to the self-representation, in terms of experience and value proposition of Midgaard Escape Room Event.

5.1.1 Self-representation

The first step is to establish what experience realms ‘Midgaard Escape Room Event’ has taken into account, and how they are presented on their website. I would argue that they offer two kinds of experience realms: the escapist realm and the entertainment realm.

In regard to the three main themes available inhouse: Sherlock Holmes, Da Vinci and Outbreak, statements such as “To achieve this, you must cooperate, coordinate and think out-of-the-box, for it is no ordinary challenge that you are facing.” (Midgaard Escape Room Event, 2021, p. Da Vinci), “From here the players must work together across the two different rooms(...)” (Midgaard Escape Room Event, 2021, p. Sherlock Holmes) and the same goes for the outbreak room. These statements are a clear indication of the individuals not only being an active part of the experience but also being immersed in it, because they are actively and physically inside the escape rooms and what they do and how they act in there will determine their experience and the outcome of it. When the individuals are being an active part of an experience and at the same time immersed in said experience, then it falls under the escapist realm.

However, this is not the only realm that is in focus at ‘Midgaard Escape Room Event’, there is also the entertainment realm. This is seen in their pop-up Houdini escape game, where the players have 15 minutes to get out of the Houdini chamber. This escape room differs from the rest in the sense, that those who are not playing can actually watch others play on monitors outside of the room. (Midgaard Escape Room Event, 2021. p. Houdini) With this the onlookers are passive, since they are only watching something and what they do will not change the outcome of the experience. Furthermore, the experience is being bought into the minds of the individuals from a distance, in other words the individuals do not go into the experience, but the experience goes into them. Experiences that bring pleasure with no active participation, but rather passively absorbing it through their senses, is what makes the experience fall under the entertainment realm. With this we can conclude that Midgaard Escape Room Event offers experience both in the escapist realm as well as the entertainment realm. Now that I have established the realms, I will move on to analysing how the experiences they are offering fit under the ‘model of satiable needs and negative marginal utility’ by Anderson.

One of the first arguments Andersson makes is that in order for experiences to be successful and desirable there is a need for an element of fear and danger. In regard to the escape rooms, there is no actual danger, however, there is the danger, which has been created in the various

scenarios in the escape rooms. In the Da Vinci room there is no danger in the scenario itself, since all you have to do is find the code in the Da Vinci. However, there is the constant feeling of failing if you do not find the key before the time runs out, and with that you fail at the game. In the Sherlock and Outbreak room there, however, is both the fear of not finishing the game in time as well as the danger put into the scenarios themselves. In the Sherlock room you have to “(...)save the British Monarchy from chaos and disruption by recovering secret photographs of Edward VII, Crown Prince of England.” (Midgaard Escape Room Event, 2021, p. Sherlock Holmes) In this scenario there is a direct consequence, in other words danger and fear, if you as the player fails to escape the room in the time you are given. Even though, this danger is not real but just a game, it still installs the fear in the players, because the entire aim of the room is to avoid the chaos and disruption that can happen. The fear and danger in the Outbreak room is, however, far more extensive than in the two others because in this room if the players fail, a deadly virus that will wipe out all of humanity. Once again the danger might not be real, but just a game, but it still gives the players a sense of both danger and fear of failing.

Another concept Anderson provides is the ‘model of satiable needs and negative marginal utility’, where he argues that too much pleasure in an experience can be too much. With this he further states that there has to be a constant movement between pain and pleasure, pain in this case is not actual pain but boredom. In the case of the escape rooms at ‘Midgaard Escape Room Event’, there is no such constant movement between pain and pleasure, since there is no time for breaks when going through the rooms. However, the consumers are offered time for boredom when they have finished the escape rooms, “There is no reason to stop after you’re done with the Escape Room – we offer a number of entertaining activities(...)Cocktail School, or how about some wine/champagne tasting(...)” (Midgaard Escape Room Event, 2021) Although this is not directly part of the escape room experience, and not something you have to partake in it, it is still an opportunity for boredom. However, inside the rooms themselves there is no chance of boredom, since it is about a race with time. Lastly, there is the two nervous systems that both work on bringing the individuals to the optimal arousal level, the two systems being: behavioural activation and behavioural inhibition. The first, behavioural activation, being about individuals reacting to potential rewards, such as pride or accomplishing a difficult task. At ‘Midgaard Escape Room Event’ there are several of behavioural activation factors, the main one being the accomplishment of finishing a room in time, and another being the competition between teams, since it is offered to play against each other in identical rooms and at the same time. (Midgaard Escape Room Event,

2021) The Second, behavioural inhibition, being about the fear of potential punishment such as feeling left out of an experience. In the case of ‘Midgaard Escape Room Event’ there is the fear of not finishing the game in time and the fear of losing to the competition. Now that I have established the needs and negative utility of the experience at ‘Midgaard Escape Room Event’, I will move on to the orchestra model and look at the social, cognitive and behavioural elements of an experience.

The orchestra model consists of five different components: sensory component, affective component, cognitive component, behavioural component and relationship component. The first component, sensory, is all about senses, this is, however, not mentioned on their website at all. There is a focus on the affective component though, and the main focus is on fear, excitement and maybe even anxiety. I have, however, already touched upon that in the previous section Anderson’s model of ‘needs and negative utility’.

However, the cognitive component is quite interesting in this case, since that is one of the components that is mainly in focus in escape rooms. In the Da Vinci room, Midgaard Escape Room Event states that “These riddles are designed to test even the sharpest of minds, and since the Da Vinci Order uses the Escape Rooms to keep the secret of the Holy Grail hidden, only the smart will make it.” (Midgaard Escape Rooms Event, 2021, p. Da Vinci) By this statement they play on the cognitive components of an experience, because they have a focus on making the players, first and foremost, understand that they are now part of a story and have to think in the lanes of the story. Furthermore, they also puts emphasis on understand and solving the puzzles in order to get out of the room. The same focus is on all the other rooms, where the players are required to create an understand and learning the themes and with that better be able to solve the rooms.

The fourth component, behavioural component, is also highly focused on at ‘Midgaard Escape Room Event’, since it is the individuals’ actions that determine the experience. In the outbreak room they state that “You need to work together, and think outside the box to find new leads and challenges.” (Midgaard Escape Room Event, 2021 p. Outbreak) With this statement they make it very clear that your behaviour and ability to solve puzzles, as well as working together with your teammates in order to successfully solve the room and get out in time. It is also something similar they state for the Da Vinci room as well as the Sherlock Holmes room, where they state that the players must coordinate and cooperate with each other and solve one puzzle at a time, in order to get to the next.

The last component, relationship component, being about all the relationships created during the experience, is also a big focus at 'Midgaard Escape Room Event'. At 'Midgaard Escape Room Event' there are two main categories of relationships: between the players on the same team, between the gamemaster and the players, as well as one sup-category relationship: between the two opposing teams. The relationship between the gamemaster and the players is about helping the players, because the gamemaster is the one that introduces the players to the game, as well as the one that gives the players the helping hints if they are needed. The relationship between the teammates is about helping each other and working together with the same end goal in mind, in order to solve the room and escape in time. The last relationship, which is also between players, but this time between opposing sides, is about competition and wanting to win and get out before the other team. (Midgaard Escape Room Event, 2021) Now that I have established the orchestra model and the social, cognitive and behavioural components of an experience, I will move on to value proposition and look at the overall organization and their value proposition and how it is delivered.

On the homepage the very first line is a heading that reads "Challenging escape room in Copenhagen" (Midgaard Escape Room Event, 2021, p. frontpage), this is a partly value proposition, and with this they make it clear that one of their main aims is to provide challenging escape rooms. When using the word challenging they make a promise of difficulty and not something that is easily solved and finished. Just below the heading they make a statement, which further elaborates their value proposition, "(...)offer a unique entertainment and teamwork activity. When the door closes behind you, your mission begins with different puzzles and mysteries(...)" (Midgaard Escape Room Event, 2021, p. frontpage) With this statement they further argue that their aim is to not only to provide a unique experience, but also an activity, which has a focus on teamwork. Furthermore, they also have a focus on the whole concept of creating a scenario and with that creating different worlds and fantasies the consumers can pretend they are a part of. This statement also indicates that they are taking a resonating focus approach to their value proposition, since they make the promise of something unique, in other words something others do not provide.

In regard to the consumer value perspective 'Midgaard Escape Room Event' have focus on several kinds: economic customer value proposition, functional customer value proposition, and emotional customer value proposition. In regard to the first, economic customer value proposition, 'Midgaard Escape Room Event' takes that into account as well, when they state that "Our solution for friends and family where we offer the best price." (Midgaard Escape Room

Event, 2021, p. Prices) With this statement they, first and foremost, focus on the private consumers, those who do not come from a big organization. With this they indicate the fact that price might mean more to the everyday person rather than organizations. Furthermore, by mentioning that they offer the best price, they also take the idea that price might play a role in whether their offering is purchased or not, and therefore they make a promise of the experience being worth the price. Further down on the same page they make the offer of reduced price on Sunday to Friday, which once again take the economical aspect into consideration and the role it plays in decision making when choosing what experience to purchase. However, in regard to economic it is also stated earlier in this paper, that the consumers will be willing to pay more, if they deem the experience worth the extra cost. This is also what 'Midgaard Escape Room Event' puts focus on in their Sherlock Holmes room, where you can purchase a VIP session with extra time and less players if that is something you desire or in other words if you deem the extra cost worth the experience. (Midgaard Escape Room Event, 2021, p. Prices)

In regard to the second, functional customer value proposition, 'Midgaard Escape Room Event' takes this into account as well, both in the capacity they offer in the rooms and the pop-up room they offer. In regard to capacity they offer from 16 people at the same time, making it convenient for parties or bigger groups of friends, as well as up to 60 guests in the Outbreak rooms, which makes it perfect for school trips and bigger parties of people. (Midgaard Escape Room Event) With this the focus on functionality in regard to groups of almost all sizes being able to play at the same time, and with that no one will have to be left out or waiting around for their turn. The other aspect they have a focus on is in their Outbreak pop-up escape room, where they offer to bring the experience to you if you cannot come to the experience, which is once again about functionality for the consumer. (Midgaard Escape Room Event, p. Outbreak pop-up)

In regard to the last, emotional customer value proposition, 'Midgaard Escape Room Event' takes this into consideration when they focus on family time, fun and teambuilding. On the front page they have a focus on how their "(...)Escape the Room Games offer an ultimate challenge in group-dynamics, and it's an amusing way to spend time with friends, family and colleagues." (Midgaard Escape Room Event, 2021 p. Frontpage) By this statement they put focus on the emotional ties behind the relationships between friends, family and colleagues and how their escape rooms provide the opportunity to spend time with those people and at the same time build stronger bonds. Furthermore, in regard to this they also make it very clear that everybody will be able to

help and with that nobody will feel left behind or feel like they cannot be of help. (Midgaard Escape Room Event, 2021)

Lastly there is the value delivery system consisting of three steps: choosing the value, providing the value and communicating the value. The first step, choosing the value, the value is the costumers, such as co-workers, friends and families, and providing these with a unique and challenging experience in thematized escape rooms, with focus on teambuilding and teamwork. The second step, providing the value, is accomplished through their various escape rooms both at their location and the once the offer as pop-up. The last step, communicating the value, is what is happening on their website, where they have carefully and systematically communicated all that they offer and with that communicated their value proposition to their target consumers. Now that the organization's self-representation have been established I will move on to analyse the consumers' perception of said organization.

5.1.2 Visitors' perceptions

This part of the analysis will be focusing on the visitors' perceptions of 'Midgaard Escape Room Event', this is based on the 100 reviews from TripAdvisor. The analysis is based on the most mentioned themes in the reviews, with an analysis if these themes as well as specific examples of statements from the various themes.

Coding schedule:

<i>Category number</i>	<i>Category</i>
Category 1	Different and challenging
Category 2	Talk about it to others
Category 3	Acting – Gamemaster
Category 4	Friends and family
Category 5	Good theme and setup
Category 6	Would come back
Category 7	Teambuilding
Category 8	Nice staff

Fig. 7

Coding scheme:

<i>Theme</i>	<i>Amount</i>	<i>Percentage</i>
Different and challenging	44	44%
Talk about it to others	27	27%
Acting – Gamemaster	55	55%
Friends and family	53	53%
Good theme and setup	36	36%
Would come back	30	30%

Teambuilding	29	29%
Nice staff	15	15%

Fig. 8

The first theme, different and challenging, covers all the reviews that, among other themes, commented on how the escape rooms at 'Midgaard Escape Room Event' were different and challenging, than either what they had expected or had tried before. This aspect of challenging and different added more excitement and thrill to their experience, since it made it different and harder than what they had either tried before or was expecting from the experience. @JRRDK commented "We had a good challenging experience together in the Da Vinci Room(...)We were challenged on creativity, logic, teamwork(...)" (TripAdvisor, 2020) This review is similar to many others with the same theme, and the reviewer focus on how the experience was challenging and even goes into depth with how it is not only the teamwork that was challenged, but also the individuals' logic and creativity during the experience. Another reviewer @anneenberg2020 commented "It was a huge pleasure for me and my three children, at the ages 8, 11 and 14 years old. We were all challenged, but we could all contribute in different ways as well(...)" (TripAdvisor, 2020) This reviewer, like most others, also found the escape room rather challenging, but similar to others this reviewer too agreed that although it was challenging, they could all, despite their young ages, help with the puzzles and riddles and help getting out of the room. These two reviews represent all the others in the same category, and like all the others they found the room challenging, but nothing more than they could handle and everybody felt like they were a help.

The second theme, talk about it to others, covers all the reviews that, among other themes, commented on the fact that they would talk about the experience to others, either to just talk about the experience or recommend the experience to others. This theme indicates that the reviewers enjoyed the experience enough to mention that, they would talk about to others, or even recommend it to others. Many reviewers said nothing more than it had been a great experience and it was recommendable, however, some talked a bit more about it. @gyba2020 commented "Thanks for difficult challenges and games, which all led to many funny conversations later on." (TripAdvisor, 2020) This reviewer, and others like him/her, makes it very clear that the challenges and the games overall has made and will make for many conversations long after the experience itself have finished, and with that they relive the experience in a sense. This shows great success on the organizations behalf, due to the fact that not only did the consumers enjoy the experience while they were there, but the enjoyed it so much that they will talk about for a long time to come and recommend it to others. Other went a little more into depth in regard to their recommendation,

@MikkelBistrup commented “I will strongly recommend Midgaard Events and their escape rooms to all both organizations and private individuals.” (TripAdvisor, 2020) This reviewer, and others like it, makes it clear that not only is the experience worth recommending, but they believe it to be a good fit for both organizations and private individuals.

The third theme, acting - gamemaster, covers all the reviews that, among other themes, commented on the acting of the gamemasters for each of the escape rooms and how these had an impact on their overall experience. This theme indicates that ‘Midgaard Escape Room Event’ have successfully executed their goal of creating a certain atmosphere, since the acting of the employees are praised by the consumers. Many reviewers commented solely on the themes, while others also praised the acting. @JeppeS commented “You get sucked into the universe right from the welcome, and game-master, Ian, was already in character. The impatient doctor, who have been waiting for outside help(...) Ian was just the right amount of cocky and played his role nicely.” (TripAdvisor, 2020) This review, and many others like it, praises how well the characters were played by the employees, and how that made the overall experience great, due to the fact that it really made the consumers feel like they truly were a part of this universe ‘Midgaard Escape Room Event’ had created. Other commented on, not just the acting but, the gamemaster themselves, @MartinoSanto commented “The hosts, who were cut-dressed, were well prepared, funny and the video-intro really amped up the excitement level.” (TripAdvisor, 2019) This review, and other like it, does not comment on the acting itself, but rather the personality and attitude of the Gamemasters. This too has had a great impact on their experience, because not only have they mentioned it in their review in a positive note, but they have also given the experience a five out five points on TripAdvisor. This review as well as all the other comments in regard to the acting and gamemaster, clearly emphasise the importance of the relationships that are created during experiences, and how these can have an impact on the experience.

The fourth theme, family and friends, covers all the reviews that, among other themes, commented on the experience in regard to their family or friends and how they enjoyed the experience and what impact it had on them. Many of the reviews are about enjoyment, such as @bibbi658 who commented “If you need an activity for a bachelor party, 30 years birthday party with good friends or just any other occasion, where you will all have a good experience together(...)” (TripAdvisor, 2020) This review, and those like it, puts emphasis on how the escape rooms at ‘Midgaard Escape Room Event’, provides a great opportunity for friends with all sorts of needs, in term of occasion. This provides a functional aspect to the experience, because the

consumers are able to do something exiting together at either parties or just for a day out together. Other reviewers commented more in the lines of the impact it had on them as a groups, such as @Gissum who commented “As a family, we had a very pleasant experience together.(...)a real brain teaser, which requires teamwork, imagination and an overview of the situation.” (TripAdvisor, 2020) This review, and those like it, emphasise how the experience both brought them joy, but also required them to work together and with that maybe even strengthen their bonds and teamworking skills as a family. This theme covers the benefits of the escape room experience, and how it gives opportunity for time together and teamwork.

The fifth theme, good theme and setup, covers all the reviews that, among other themes, commented on the theme of the escape rooms as well as the setup itself, and how these added to their experience at Midgaard Escape Room Event. The reviews also indicates that the theme and set up are closely linked, since the setup is a part of the theme. In regard to the theme most reviewers comment something similar to @DorteO who commented “Outbreak escape room – 9 scientist are dead and a contagious has broken out. We have to finish the cure by solving a lot of funny, exiting and different tasks(...)It is an amazing setup(...)” (TripAdvisor, 2020) This review, and those like it, really gives most of the credit of the experience and how it was for them to the setup and theme. The reviewers of these reviews have really enjoyed the theme and how the theme adds on to the whole atmosphere and how it helps them get into character as well, and with that once again enhance their entire experience. Other also commented like @MetteS who stated that they “(...)had a great afternoon in the Outbreak room where we 10 colloques barely saved the world from a deadly epidemic.” (TripAdvisor, 2020) Reviews like these puts emphasis on the danger and fear factor of the experience, because if they fail the world will be doomed. This motivates the visitors to do their absolute best, and that adds to the overall experience they had at the escape rooms.

The sixth theme, would come back, covers all the reviews that, among other themes, comments on the fact that the experience has been that great that they would definitely come back and either try the same room again or one of the other rooms available at ‘Midgaard Escape Room Event’. @NDL_1978 commented “A really nice game-room with lots of super good assignments. The history matched perfectly with the assignments and the game-master sat the scene(...)Would really recommend. We will be back for another room before long.” (TripAdvisor, 2020) This review, and others like it, all agreed that all the components of the experience from the theme, to the tasks, and how it all fit together and the role of the game-master, did not only make the experience

worth recommending but it was good enough for the visitors wanting to come back. @CristinaL stated something very much similar, when she/he stated that the time flew by, and it was also a very nice distraction and in a way escape from her/his everyday life. (TripAdvisor, 2020) Reviews like this have a direct link to the wish for living out a dream or even just escaping reality even for a little while and play a role that has nothing to do with their everyday life.

The seventh theme, teambuilding, covers all the reviews that, among other themes, have a focus on teambuilding. All of these reviews are from individuals, who all are from various organizations and they all came with their work on a teambuilding exercise or just for fun and got the teambuilding as a bonus. @MartinoSanto commented “(...)a Christmas activity with the firm after a busy and good year.(...)Teambuilding in a fun and exciting way, in which you also get to know new sides of your colleagues.” (TripAdvisor, 2019) This review, and others like it, went on a teambuilding experience with their colleagues, and for them it did not feel like something forced. Rather it was something fun and exciting and at the same time it was not only teambuilding but they also got to know each other on a more personal level. This aspect is purely about the relationship between the visitors, and how the experience have had a positive impact on them and their relationships. Others, however, does not explicitly talk about teambuilding, but rather the effect it had on them as co-workers and the enjoyment it brought them. @tjsander commented “(...)for a team event in relation to work. Both teams competed against each other, and we all had a fun time, and were all very engaged.” (TripAdvisor, 2019) This review, and others like it, all agree that the friendly competition among co-workers made for a great and fun time together. This is once again about relationships, and how this experience have strengthen the relationships between the co-workers.

The eighth and last theme, nice staff, covers all the reviews that, among other themes, commented on the staff, their attitude, and behaviour and how all of that has had an impact on their experience at ‘Midgaard Escape Room Event’. Some reviewers comment like @CamillaB who stated that “We got an amazing welcome by the staff member Sif(...)” and @MilleP who commented “Besides that they were very nice and polite.” (TripAdvisor, 2020) These reviews, and other like it, all agreed that the staff and their nice personalities and politeness as well as their overall attitude, had a great impact on their experience. Many of these reviewers also agreed that the staff made the entire experience pleasant and made them want to come back. Other reviewers such as @994bo commented that “(...)it would have been nothing without the amazing team of people and creative minds, who were the backbone of the place.” (TripAdvisor, 2020) Reviews like

this all agreed that the experience would have been absolutely nothing without the staff, and their attitude as well as actions, which made the experience what it was. This theme falls under the relationship aspect as well, since the relationship between the visitor and the provider of the experience have created a relationship during the experience and that relationship has an impact on the entire experience.

Now that I have established the consumers' perceptions of 'Midgaard Escape Room Event', and well as the organization's self-representation, I will move on to the second escape room facility.

5.2 The Escape Room Fishers

'The Escape Room Fishers' started as an idea by the couple Brendon and Jennifer Harbron, who during the summer of 2015 were traveling with family, where they came across a facility which offered escape room experiences. The family quickly fell in love with the concept of escape rooms, and they began the steps to design their very own escape rooms. The first opened a venue in Indiana, however, during the planning phase, the Harbrons came across the Neals, who they joined forces with and with them they created what is today known as 'The Escape Room USA'. In just three years they have grown their business from one location and 7 employees, to three locations and over 60 employees. Another aspect they are proud to mention on their website is that they have more than 30,000 likes on Facebook, and that they are the lead in 5-star TripAdvisor ratings in 'Indianapolis Fun and Games' as well as 'Columbus Fun and Games'. The Escape Room USA is however, not just about riddles and puzzles that has to be solved in order to escape from a locked room in 60 minutes. It is about providing people with an opportunity for fun, interactive experiences, make memories and do life together throughout the process. Brendon and Jennifer are currently residing in Fishers, Indiana, and as the owners of 'The Escape Room USA', Brendon is also the Chief Game Designer and Jennifer is the Chief operating Officer, who works to ensure exceptional customer service experience is lived out every single day by each and every guest. (The Escape Room Fishers, 2021, p. about us) It is also the Fishers location that I have chosen to focus on in this paper. Now that I have briefly touched open some background knowledge of the escape room facility for this part of the paper, I will move on to the self-representation, in terms of experience and value proposition, of 'The Escape Room Fishers'.

5.2.1 Self-representation

The first step is to establish what experience realms ‘The Escape Room Fishers’ has taken into account in regard to their escape rooms and how it is presented on their website. I would argue that they have only taken one of the four realms into account, which is the escapist realm. In regard to their various and different themes escape rooms, they make the following statements “The deadline will give you only 60 minutes to find the spare carburetor at the Race and Restoration shop.” (The Escape Room Fishers, 2021, p. the race 1), “You have a small window of time in which to execute your mission.” (The Escape Room Fishers, 2021, p. Stalag 21| American P.O.W), “He then wants you to save yourself and return the jewels to Macy’s in New York.” (The Escape Room Fishers, 2021, p. escape the Titanic), and others very similar to these. With these statements they describe the escape rooms as something the consumer must take an active part in, since they are the once that have to actively solve the various puzzles and riddles in order to escape the rooms. Furthermore, since the consumers are a physical part of the experience, the experience become something immersive. In other words, the consumers are immersed in an experience, which they also have a direct impact on, since they are actively participating in the experience. Thus this experience falls under the escapist realm. Now that I have established what experience realm ‘The Escape Room Fishers’ take into account in their escape rooms, I will move on to Anderson and his model of ‘satisfiable needs and negative marginal utility’, and analyse how the experiences offered fits with the model and Anderson’s perspective on experiences.

The first argument Anderson makes in regard to what makes an experience desirable is that, there must be an element of fear and danger. By danger and fear it is not necessarily something very dangerous or fearful, it could just be parents on a trip with their kids, who are worried something should happen. In regard to the danger and fear aspect there are two kinds of fear and danger: actual danger and fear and the one made up in the various scenarios. In regard to the actual danger, they state in one of their rules on their website that visitors should arrive at least 30 minutes before their scheduled time slot. This gives a sense of fear, in case you arrive late because that will result in shorter time to finish the room. Another aspect is the fact that the mention that participants must sign a waiver before being let into the room, this too gives a sense of danger, because a waiver indicates that there are a risk for something happening. Lastly, there is the risk or danger of damaging something in the escape room, which can in turn cause difficulties later on in the room. All these aspects puts the experience at risk and it creates a sense of fear and danger

in the consumers. However, if nothing bad happens, like being late or damaging something in the rooms, the consumer will consider the experience a success, because they avoided a danger or fear. (The Escape Room Fishers, 2021) Then there is the other sense of danger and fear, which is made up in the various rooms. In 'The race 1' room the danger lies in the fact that if you fail you will not be able to participate in the race and by that you will lose. (The Escape Room Fishers, 2021, p. The race 1) In the 'Stalag 21|American P.O.W' the danger lies in the failure of not retrieving the defensive plans for the Atlantic wall, this is once again about failure, however, the danger in this room is far greater than the danger in the 'Race 1' room. (The Escape Room Fishers, 2021, p. stalag 21|American P.O.W) In other rooms it is danger such as losing jewels or not finding your grandmother broches, both which leads to great loss either financially or emotionally. (The Escape Room Fishers, 2021) Although all of these rooms are very different from each other, the danger and fear is the very same for all of them, it is all about the danger and fear of not solving the puzzles and riddles in time and with that losing the game and not being able to escape in time, and help in the made up scenarios.

Another concept provided by Anderson is the 'model of satiable needs and negative consequences', where the argument is that too much pleasure will become too much and the experience will with that become unpleasant. This leads to the argument that, in order for an experience to be successful, there should be a constant movement between pain and pleasure, pain not being actual pain but rather boredom. In the case of 'The Escape Room Fishers' there is, however, no such thing, due to the time limit of the experience itself. All the rooms are limited to 60 minutes, and there is not a single one of them with a 100% of groups escaping no matter the level of difficulty. With this I would argue that either the participants found the experience overwhelming and too much, and if they did not then there must be an exception to Anderson's model which is affected by time limitation and intensity of the experience. Furthermore, there is also the two nervous system that is being part of creating the optimal level of pleasure: behavioural activation and behavioural inhibition. The first, behavioural activation, is all about a potential reward, such as accomplishing a difficult task or just plain pride. At 'The Escape Room Fishers' the main factor related to behavioural activation, is the accomplishment of the rooms, which is also something they put emphasis on, when they with every single room mentions how many percentage of groups have successfully escaped the room. This makes the participants not only motivated by finishing the room in time, but it also motivates them in a sense of competition with previous groups and even competition between groups that came together. The second, behavioural

inhibition, is all about the fear and potential punishment, such as fear of failing or being left out. In the case of 'The Escape Room Fishers' the potential fear is in failing, and not finishing the rooms in time and with that not winning the game and not getting into the percentage of groups that has successfully solved the riddles and puzzles. Now that I have established the satiable needs and negative utility, as well as how fear and danger has an impact on experiences at 'The Escape Room Fishers', I will move on to the 'Orchestra model' and look at social, cognitive and behavioural aspects of experiences at 'The Escape Room Fishers.'

The 'Orchestra model' has focus on five different but interlinked components: sensory component, affective component, cognitive component, behavioural component and relationship component. The sensory component is all about the senses, which is, however, not really mentioned on 'The Escape Room Fishers' website at all. However, there is quite a lot of focus on the second component, the affective component, which has its main focus on fear, excitement and maybe even anxiety. I have already touched upon this component when I was analysing the website in regard to Anderson and his model on needs and negative utility.

The cognitive component is, however, quite interesting in the case of 'The Escape Room Fishers', and they also have great emphasis on it on their website. In 'The night at the castle' room they state that "It is now dark outside, and after hiding in Mad King Ludwig's bedroom until the castle's closing hour, and you must find the crown jewels and the evidence that the King was likely murdered putting this 130 year old mystery finally to rest." (The Escape Room Fishers, 2021, p. the night at the castle) By this statement, and others like it in regard to the other rooms, they have a focus on the cognitive aspects of the experience. The emphasis is on the individuals and making sure that they have an understanding of the story and how they are now part of said story in order to really get the full experience. Furthermore, it is implicit that the individuals also must understand and learn throughout the process, in order to best solve the riddles and puzzles and with that being successful in escaping the rooms in time. The same focus on the cognitive aspect is seen throughout all the other rooms, because it is all about understanding and learning throughout the experience and get out in time.

The fourth component, the behavioural component, is also favourably in focus at 'The Escape Room Fishers', due to the reason that the individuals' behaviour and action are determining the outcome and in general the experience itself. In the 'Stalag 21|American P.O.W' room they make the statement "Before the Commandant returns to camp, you must obtain Germany's Atlantic

Wall defensive plans and forward them to Allied headquarters in London.” (The Escape Room Fishers, 2021, p. Stalag 21|American P.O.W) By this statement, and others like it for the rest of the rooms, they put emphasis on the action and behaviour of the individuals, because their actions and behaviour is determining their experience and whether or not it is going to be a success. There is also the subtext of the need to being able to solve the riddles and puzzles and if the individuals are not capable of this, they will fail and not escape the room in time.

The fifth and last component, relationship component, is all about the relationships created during a certain experience, in ‘The Escape Room Fishers’ website there is only focus on one kind of relationship. This relationship is the one between the participants in the escape rooms, there is only a focus on the individuals in the same room. The focus is on teamwork, and how working together to solve the riddles and puzzles will make the experience better. Moreover, there is also the feeling of being together and creating an experience with each other. (The Escape Room Fishers, 2021) Now that I have established the social, cognitive and behavioural aspects of the experience at ‘The Escape Room Fishers’. I will move on to the value proposition, I will have a focus on the organization overall, and their value proposition as well as how it is delivered on their website.

On the frontpage the very first line is “Our Escape Rooms are designed to be very challenging, but you don’t have to be Sherlock Holmes or Albert Einstein to escape.” (The Escape Room Fishers, 2021, p. frontpage) By this statement they make it very clear that they offer very challenging and difficult escape rooms, however, they also clarify that you do not have to be a genius to solve the escape rooms, in other words the rooms are challenging, but everybody can still contribute and help solve the puzzles and riddles. Further down the frontpage they touch upon concepts such as how this is something new and unique, and something you can do with your family, friends and even co-workers. This does not only extend the experience to something with a unique and new offering, but it seems to cater to all sort of groups, and further they want to create memorable journeys. However, under their rules and waiver section they state “Our venue is geared towards adults, but we do welcome children ages 10 and up with families.” (The Escape Room Fishers, 2021) With this statement they sort of contradict their statement from the frontpage, because there they made it clear that the rooms are for families, friends and co-workers. However, this statement makes it seem like there are restrictions, because they state that the venue is mainly geared towards adult but they welcome children as young as 10. This statement might make people

have some reservations, because they might doubt whether or not it is a fit for their children if they have any. Furthermore, they state “You and your team are locked in a themed room(...)find clues, solve puzzles and discover keys and combinations to escape the room before your time is up.” (The Escape Room Fishers, 2021, p. frontpage) By this statement they make it clear that they have a focus on the various themes and as well as the variety of challenges within the rooms and how time is a pressing matter. This way of presenting their value proposition, is most similar to the resonating focus, since they are trying to make their offer superior on specific elements and try to present something different and unique.

In regard to the consumer value perspective ‘The Escape Room Fishers’ focuses on several types: economic customer value proposition, functional customer value proposition and emotional customer value proposition. In regard to the first, economic customer value proposition, ‘The Escape Room Fishers’ state that “Group Discount available for groups of 25 or larger!” (The Escape Room Fishers, 2021, p. book now) With a statement like this they clearly take the economical aspect of choice making in regard to purchasing something into consideration. They know that the consumers are taking economical aspects into consideration and are therefore offering a discount in regard to bigger groups. This offering might seem enticing to the consumers, because not only is there a promise of a lower price but there is also the idea of the option of splitting the costs when you are a bigger group and with that once again have a n economic benefit. Furthermore, ‘The Escape Room Fishers’ also offer a discount in regard to how many people are going to the rooms. They state that if it is only two people in the room the price is \$42.00 per ticket, and the price per ticket decreases with more people, and at 7+ people the price per ticket is \$29.00. (The Escape Room Fishers, 2021, p. book now) This price reduction is once again about taken the economic aspects of choice making into consideration, and they are once again trying to provide a discounted price. Furthermore, with this they also makes it clear that just because you are more people, the experience will not get more expensive, but it will rather be cheaper. These promises of discounts and lower prices might make the consumers more willing to purchase this experience, since their potential economic needs are taken into consideration.

In regard to the second, functional customer value proposition, ‘The Escape Room Fishers’ state, among other things, that “(...)announce we now offer all private experiences! Guest will no longer need to share their experience with other patrons outside of their party.” (The Escape Room Fishers, 2021, p. book now) With a statement like this ‘The Escape Room Fishers’ puts great emphasis on the functional aspects taken into consideration, when making a purchase. They are

making their offering highly functional by promising that the visitors will not have to be mixed with other groups, and with that they will have complete privacy. Furthermore, it also leaves out the possible discomfort of having to share your experience with strangers and with that also avoid not feeling uncomfortable because there are strangers around. ‘The Escape Room Fishers’ further also offer the opportunity of just being two players, and that is once again about functionality. (The Escape Room Fishers, 2021, p. book now) Because with this offer they are eliminating the requirement that an escape room has to be a group experience, and makes it perfect for couples or just people who just wants to be the two of them and not a big group.

In regard to the last, emotional customer value, ‘The Escape Room Fishers’ takes this into consideration as well, when they focus on how this experience is for everyone and is just perfect for a shared experience with friends, families and co-workers, “(...)NEW, fun, and interactive adventure game designed for everyone.(...)fun way to breakout(...)with your family, friends, and co-workers!” (The Escape Room Fishers, p. frontpage) With this statement ‘The Escape Room Fishers’ puts emphasis on the emotional aspects that comes with making decisions in regard to purchasing something like an experience. The appeal to the emotional ties behind the relationships between family, co-workers and friends, and how the escape rooms at ‘The Escape Room Fishers’ provides a fun and interactive opportunity to spend time with people you care about. Furthermore, they also make the promise of making good memories with these people and with that create stronger bonds and have something fun to talk about later on. Lastly, when they focus on the it is for everyone, they eliminate the risk of people feeling left out and not being included in the experience, which is once again about emotions. (The Escape Room Fishers, 2021, p. frontpage) Now that I have established the various consumer value perspectives taken into consideration at ‘The Escape Room Fishers’, I will move on to the last part of value proposition, this being the value delivery system.

The value delivery system consists of three steps: choosing the value, providing the value and communicating the value. The first step, choosing the value, the value is in regard to ‘The Escape Room Fishers’ about offering an experience that can be shared with friends, families and co-workers, and providing them with something fun, new and challenging experience within thematized rooms. The second step, providing the value, is accomplished through the various escape rooms that are offered at their facility, where they try to provide experiences for everyone. The third and last step, communicating the value, is what they are doing on their website, where they systematically and descriptively communicate all their offerings and their value proposition to

their target consumers. Now that the organization's self-representation have been established I will move on to analyse the consumers' perceptions of 'The Escape Room Fishers'.

5.2.2 Visitors' perceptions

This part of the analysis will be focusing on the visitors' perceptions of 'The Escape Room Fishers', the analysis is based on the 100 reviews from TripAdvisor. The analysis is based on the most mentioned themes in the reviews, as well as specific examples of statements from the various themes.

Coding schedule:

<i>Category number</i>	<i>Category</i>
Category 1	Game master/host
Category 2	Friends and family
Category 3	Would come back
Category 4	Would recommend
Category 5	Challenging
Category 6	Made it out
Category 7	Clean

Fig. 9

Coding scheme:

<i>Theme</i>	<i>Amount</i>	<i>Percentage</i>
Game master/host	76	76%
Friends and family	37	37%
Would come back	27	27%
Would recommend	21	21%
Challenging	36	36%
Made it out	23	23%
Clean and safe	20	20%

Fig. 10

The first theme, gamemaster/host, covers all the reviews that, among other themes, comments on the gamemaster/host of the room they were in and how that had an impact on their overall experience in the various escape rooms. Since most of these reviews had their main focus on the gamemaster/host and almost all of them were 5/5 points, it indicates that the gamemaster/host made the escape room experience better and that the gamemaster/host was highly appreciated. Reviewer @jeremym commented "Keegan did an outstanding job leading us through the room. We did not escape but had a wonderful time trying!" (TripAdvisor, 2021) This review, and others similar to it, comments on the gamemaster/host's outstanding work with leading the groups through

the rooms. Furthermore, reviews like these also indicates that even though they did not escape the rooms in time, the gamemaster/host and the experience in itself still made it wonderful and quite enjoyable. Other reviewers commented something similar to @Samantha who commented “(...)Kathleen, out room advisor, was super enthusiastic and made the experience that much more fun!” (TripAdvisor, 2021) This review, and those similar to it, all commented on the attitude of the gamemaster/host, and how their positive, energetic and enthusiastic attitude had a very positive impact on their overall experience. This is not only shown in the positive tone and actual words of how fun the experience was due to the gamemaster/host, but also how all these comments gave the experience 5/5 points.

The second theme, friends and family, covers all the reviews that, among other themes, comments on how the escape rooms were well fitted for activities with friends and family, and how the experience were enjoyable or what occasion they were there for. Many commented like @patrickZ1828TJ who commented “My son had a great time with his friends for his 12th birthday.” (TripAdvisor, 2021) This review, and those similar to it, makes it very clear that, the escape rooms provides an opportunity for friends to not only spend some time together, but it is also a great opportunity to celebrate a special occasion with those you care about. This is both about relationships and emotions, because it is about the relations the visitors have with each other, and the emotions of have fun and celebrating it also present. Others commented along the lines of @George who commented “(...)had little to no experience with escape rooms(...)So glad to have booked this as a team building activity for our business group.” (TripAdvisor, 2021) This review, and those similar to it, puts emphasis on the fact that even though the experience were something completely new to them, it was still a very nice and appreciated teambuilding activity for their group. Even though, this was a business group, it does not exclude the opportunity for them to also be a friend group. Furthermore, this teambuilding part is quite functional, since it provides not only a fun experience but also an opportunity to make stronger bonds with co-workers and friends. Others also commented like @ValerieR who commented “Loved spending the day with my girls and experiencing this with them! Working together with everyone to find the clues was a fun team activity.” (TripAdvisor, 2021) This review, and others like it, focuses on family and how this experience provided something fun for them, to do together and how much fun they had working together as a team and being part of something bigger as a unit.

The third theme, would come back, covers all the reviews that, among other themes, comments on how the experience were so great that they would come back and try either another

escape room or maybe even the same room again. @ShaiL commented “This was an amazing room! We had so much fun! We were soooooo close!!! Maybe we can finish it next time!” (TripAdvisor, 2021) This review, and others similar to it, all commented on how fun the experience was for the group and how the room itself was a great part of the experience. Moreover, the most important part in reviews like this was the focus on how the fact that, they did not finish the room in time, only made them more competitive with themselves and gave them a bigger desire to come back, because that would provide an opportunity to finish the room next time. Other reviewers commented like @Liv, who commented “Super fun date idea!(...)Love the support of local business, definitely will be back!” (TripAdvisor, 2021) This review, and those similar to it, puts emphasis on two main things, the first being the opportunity it brings to their relationships and the other being the support for local business. Moreover, both these things are a great factor in the decision that, they will come back and try the rooms again.

The fourth theme, would recommend, covers all the reviews that, among other themes, comments on how the experience was great enough for the consumers to want to recommend it to others, who they either know or just in general recommend it. @ChloeY commented “Had a great experience and would definitely come again! Our guide Jess was great! Highly recommend for families or big groups of friends the race rooms are fun!” (TripAdvisor, 2021) This review, and others like it, all agree that the rooms themselves, both in terms of theme and challenges, as well as the gamemaster/host makes the room not only highly recommendable but also make them desirable for more than just one visit. Furthermore, they would recommend them to friends and families, with a focus on it being larger groups. Which makes this a suitable experience for people in close relations with each other, as well as the need for a big group to get the fullest out of the experience. Others commented like @PamelaP, who commented “It was our first time to an Escape Room. It was challenging and very fun! The staff was very friendly and helpful. I would recommend taking a fun group with you!” (TripAdvisor, 2021) This review, and those similar to it, had a focus on that even though, this was their first time at an escape room facility, the fact that it was challenging and fun and the staff’s attitude and helpfulness, made them like it so much that they would recommend it to others. What all of the reviews had in common, was the focus on the challenge and fun part and how this experience is well fitted for friends and families. Furthermore, the experience at ‘The Escape Room Fishers’ were that challenging and fun and the staff was that nice that, the consumers would gladly recommend it to others.

The fifth theme, challenging, covers all the reviews that, among other themes, comments on how challenging the experience was, whether the reviewers directly or indirectly calls the experience challenging. @ElizabethTaylor, who commented “I had a fun time at my first escape room. Although we didn’t escape Stalag 21 it was still a great experience overall.” (TripAdvisor, 2021) This review, and others like it, all focus on that, they did enjoy the escape rooms, but they did not escape in time. This indicates that the escape rooms were quite difficult and challenging, and it is in fact this challenge that made the experience as thrilling and exciting as it was. Others commented something similar to @DarrellB, who commented “Jake aka the mango monster was highly energetic! Didn’t make things easy for us and really let us figure it out in our own. 10 stars” (TripAdvisor, 2021) This review, and those similar to it, all have a focus on that even though there was a gamemaster/host present, who guided the group through the room, it was still a challenge and the visitors had to really work hard on escaping. Reviews like this does not only comment on how good the gamemaster/host is at their job, but also that even with some help the room is still quite challenging. Furthermore, it is also this factor of challenge that makes the visitors truly appreciate the experience. Lastly, they also makes it clear that they did not find the rooms successful if they escaped but rather if they were challenged and felt like they really had to work for it.

The sixth theme, made it out, covers all the reviews that, among other themes, comments on how they made it out in time, either with some time to spare or just barely making it out. This theme is similar to the one before, but these reviewers focuses on how they escaped the rooms. @JessicaG commented “We brought our girls (7 and 10) to do the race room on their spring break staycation.(...)and it was a bonus that we got out just in the nick of time.” (TripAdvisor, 2021) This review, and those similar to it, focuses on their families and more specifically their children of various ages, in this case girls who are quite young, and not only did the family have a fun experience together, and maybe more importantly they also escaped the room in time. Furthermore, reviews like these also gives a clear indication that, although the rooms are challenging, they are not impossible to escape in time, and even children will be able to keep up and be part of the solution. Others commented like @JeffandJen, who commented “We made it out with a little over 7 minutes left to escape (4 adults, 2-8 year olds, and an 11 year old!) I think we only used two clues.” (TripAdvisor, 2021) This review, and others like it, once again has a focus on the various ages of the participants, and once again there are quite young participants included. Furthermore, they focus on the gamemaster/host and the clues needed, this shows that although the rooms were challenging with some help, they participants were able to escape in time, and with that

win the game. All of these reviews clearly show that despite challenges, the rooms were not impossible to escape and people of all ages could be a help.

The seventh and last theme, clean and safe, covers all the reviews that, among other themes, comment on the cleanliness, and the feeling of safety they had during the experience. These reviews are all directed towards covid, and how 'The Escape Room Fishers' has taken all the right measures to ensure safety for their visitors. @BrandonKirwan commented "The entire building is very clean and orderly, and they sanitize the whole room between rooms. Reagan and Cass were great and made the experience very safe and enjoyable for our group." (TripAdvisor, 2021) This review, and those like it, praises 'The Escape Room Fishers' for the cleanliness in the rooms and how they made sure to clean between each group. Furthermore, they also makes it very clear that even though, they are rules and restrictions the gamemasters/hosts both made the experience safe but that did not take away from the enjoyability of the experience. Others commented along the lines of @TanyaB, who commented "Everyone was masked, everything was clean, and hand washing was encouraged. We felt safe while doing the room. Would highly recommend and would also come back!!" (TripAdvisor, 2021) This review, and those similar to it, all had a focus on the cleanliness of the experience. But more importantly they commented on how they felt safe doing an activity like this during a pandemic, and how because of these safety measures they would both come back, and recommend the experience to others. All the reviews regarding clean and safe praised the facility and how they made all the guests feel safe and secure during a pandemic and still managed to keep the experience enjoyable. Now that I have established the consumers' perceptions of 'The Escape Room Fishers' and 'Midgaard Escape Room Event', as well as the organizations. self-representations, I will move on to write the discussion and conclusion of this paper.

6 Discussion and conclusion

In this section of the paper, the findings of the analysis of the two organizations will be compared, in order to determine possible similarities and differences between them.

Furthermore, there will also be a focus on finding explanations for the possible similarities and differences, where the focus will be on isomorphism.

In regard to the experience realms ‘Midgaard Escape Room Event’ and ‘The Escape Room Fishers’ both offers experience, where the participants are an active part of creating the experience, while they are immersed in it rather than just absorbing the experience. This is the escapist realm, and it is provided through their various escape rooms at the facilities. A difference between the two organizations is that ‘Midgaard Escape Room Event’, also offers experiences within the experience realm. This is provided through their pop-up escape rooms, where the participants can watch other players try the escape rooms. This makes the experience something they are passively absorbing, and with that pure entertainment realm.

Another similarity between the two organizations is in regard to the concept of danger and fear, because in both organizations there is the fear or danger of failing the rooms and not making it out in time, as well as the danger or fear created in the various rooms and themes. They do differ in the fact that on ‘The Escape Room Fishers’ website they indicate the risk of three other dangers/fear: being late and losing time in the room, breaking something in the room and not being able to finish the room, and the signing of a waiver, which creates a sense of danger. In regard to the model of ‘satisfiable needs and negative utility’, both organizations have the fact that their experiences, do not offer a constant movement between boredom and pleasure. Because the pressure of making it out in time does not leave room for boredom. A difference, however, is that at ‘Midgaard Escape Room Event’, they do offer boredom after the room is finished, which is also a part of the overall experience. In regard to the behavioural activation, both organizations play on the pride of an accomplishment, and well as the factor of competing with others. In regard to the behavioural inhibition, both organizations are once again similar, because the fear of not making it out in time and with that feeling like they failed, is present in both organizations’ escape rooms.

When it comes to the ‘Orchestra model’s various components: cognitive, behavioural and relationship, the two organizations are very similar in regard to the first two. Because cognitively the participants have to understand and learn through the process in order to make it out in time, and behaviour wise their ability to work together and coordinate with each other is a great

determiner in whether or not they can escape the room. They do differ in the relationship component though, because while both organizations focus on the relationship between the players on the same team, as well as the players on the opposite team. The difference is found in the fact that 'Midgaard Escape Room Event', also focuses on the relationship between the players and the gamemaster, while 'The Escape Room Fishers' does not mention that at all.

In terms of their value proposition, the two escape room facilities are once again very similar. Both organizations focus on offering thematized unique, challenging, new and fun escape room experiences for all sorts of people, for groups of friends, co-workers, and families. Furthermore, both organizations also argue that despite the challenges of the various escape rooms, everybody can still be a help and feel like a part of the experience. They also share many similarities in regard to consumer value perspective, where they focus on the same propositions: economic, functional and emotional. In terms of economic, both organizations makes the promises discounts whether it be on certain days, or depending on a certain number of people. The functional aspects is taken into account, when both organizations makes promises of their facility being friendly for every type of people, as well as a hosting both smaller groups as well as bigger groups. The only difference is that 'The Escape Room Fishers' offers rooms for just two people as well as complete private experiences, which is not something 'Midgaard Escape Room Event' offers. Lastly, there is the emotional aspect, where both organizations appeal to the emotional ties behind relationships and the promise of including everybody, so nobody feels left out or not good enough. When it comes to the delivery system, both organizations are once again very similar, since they have chosen a very similar value proposition, the same way to provide it, and lastly the same way to communicate it.

In regard to the visitors' perceptions, the two organizations were similar in some areas while different in others. Visitors of both organizations agree that the rooms were challenging and that these challenges brought most of the fun to the experience. Moreover, they also agreed that although it was challenging, it was not impossible to escape in time. Many visitors of both organizations also agreed that the organizations fulfilled their promises of catering to families, friends and co-workers, as well as people of various ages and skill level. Even though, 'The Escape Room Fishers' wrote on their website that their experience was mostly for people at the age of 10 and above, the reviews made it clear that even their children younger than that had fun and felt like a part of the experience. Another factor both organizations' visitors mentioned was the gamemaster/host, and all visitors mentioning it agreed that the gamemaster/host made the

experience that much better both with their guiding and attitude. What is unusual in this theme, was the fact that ‘The Escape Room Fishers’, did not even mention their gamemasters/hosts, and yet they were mentioned and appreciated by the visitors. Another aspect the visitors’ perceptions were similar in regard to the two organizations, was the fact that they agreed on the experience being worth talking about to others either as a conversation or recommendation, as well as the desire to return and either try the same room or a different room. However, there were some differences in the themes, in regard to ‘Midgaard Escape Room Event’ many visitors agreed that the theme and setup of the various rooms added to the experience, and really made them feel like they were a part of the stories. Furthermore, many also agreed that the staff and their attitude added to the experience, as well as how great of an opportunity it was for teambuilding. This was all something the visitors at ‘The Escape Room Fishers’ did not mention, either at all or there was no more than a few comments on it. What the visitors did mention at ‘The Escape Room Fishers’, was the fact of how clean the facility was and how safe that made them feel. All of these reviews were talking about covid-19 and how they still felt safe and enjoyed the room without concern for the virus.

Although these two organizations are located in two very different countries, they are still within the same business. This could be an explanation as to why they are quite similar both in their self-representation as well as the visitors’ perceptions. A concept that can explain this is isomorphism, more precisely coercive isomorphism, which is concerned with organizations within the same field, and how they adapt to each other and that could explain the similarities. (DiMaggio & Powell, 1983) There is also normative isomorphism, which is concerned with how knowledge, methods and products are created in a cognitive base, and is therefore similar in the minds of people that work in the same field, in this case it is the field of escape rooms. (DiMaggio & Powell, 1983)

To conclude this project I will answer the problem formulation for this paper:

Problem formulation: To what extent and in what way do Danish and American organizations within the Experience Economy communicate experience promises and values to their consumers and how do consumers react to these promises? will be researched by comparing Danish and American organizations.

To answer the first part of the problem formulation I can conclude that both organizations makes promises of fun and challenging experiences at escape rooms. Moreover, they also promise the visitors that they cater to all sorts of groups, friends, family and even co-workers, as well as people of all ages. They also both promise their experiences being worth both the visitors time and hard-earned money. They make all of these promises on their website, and they try to carry them out

through the various rooms at their facilities. In regard to the visitors' perceptions of the two organizations, there was an agreement on both organizations that the experience were family, friends and co-worker friendly, as well as for all ages. Moreover, the visitors at both organizations also agreed that the experiences were challenging and made for a fun experience and good memories. Although, this project has its limitations, mostly the page restriction, which limited the escape rooms facilities to two. It is still quite relevant in regard to understanding the value proposition and promises of organizations as well as determining whether or not they live up to the promises, by looking at visitors' perceptions. A research like this could be done again, but on a bigger scale in order to create a wider understanding of various organizations within the same field.

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8 Appendix

Escape Room by Midgaard Event:



AlexandreAbramavicus

skrev en anmeldelse d. dec. 2020

📍 London, Storbritannien

13 bidrag • 7 nyttige stemmer



Really nice adventure

Anmeldelse af: **Da Vinci Escape Room**

Google Oversæt

Really fun and interactive room with good scenarios and staff. It was my first escape Room and will definitely come back again for the other ones

[Læs mindre](#) ▲

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.



Nyttig



Mie R

skrev en anmeldelse d. nov. 2020

📍 Vanløse, Danmark

14 bidrag • 10 nyttige stemmer



Outbreak

Sjovt og anderledes Escape Room oplevelse. Ian var en fantastisk skuespiller og gjorde oplevelsen endnu bedre.

Vi har prøvet Escape Room mange gange, men det her var anderledes og udfordrende.

[Læs mindre](#) ▲

Dato for oplevelse: november 2020

Rejsetype: Rejste med venner

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.



Nyttig



The image shows a side-by-side comparison of a web browser window and a Microsoft Word document. The browser window on the left displays a TripAdvisor review for 'Escape Room by Midgaard Event' in Copenhagen. The review is by a user named 'Jeppe S' from November 2020, titled 'Super game-master, super escape-room'. The text of the review describes a positive experience with a game master named Ian. The browser's address bar shows the TripAdvisor URL, and the top navigation bar includes options like 'Billeder', 'I nærheden', 'Anmeldelser', and 'BOOK TURE'. The Word document on the right is titled 'scheme first organization' and contains a table with five rows and two columns. The table text is as follows:

Calls it the best	I
Comparing to others, this is better	III
Interactive	I
Different and challenging	I
Talk about it to other	

The Word document also shows a ribbon with various editing tools like 'Hjem', 'Indsæt', 'Tegning', 'Design', 'Layout', and 'Fortæl mig det'. The bottom status bar of the Word document indicates 'Side 1 af 1', '23 ord', and a zoom level of '117 %'.



Camilla B

skrev en anmeldelse d. okt. 2020

1 bidrag



Fantastisk oplevelse

Anmeldelse af: **Da Vinci Escape Room**

Super sjov, spændende og nervepirrende oplevelse. Vi blev taget utrolig godt imod af medarbejderen Sif, som var rigtig god til at forklare og skabe stemningen. Opgaven var svær, men ikke umulig. Kan uden tvivl anbefales!

[Læs mindre](#) ▲

Dato for oplevelse: oktober 2020

Rejsetype: Rejste med venner



Anna V

skrev en anmeldelse d. okt. 2020

1 bidrag



Mega fed teambuilding oplevelse!

Mega fed teambuilding oplevelse! Vi havde den fedeste tur i Midgaard Event, med et godt narrativ og en fantastisk æstetik. Vores gamemaster Bastian sørgede for en god intro, og alt i alt er der ikke en finger at sætte på oplevelsen.

[Læs mindre](#) ▲

Dato for oplevelse: oktober 2020

Rejsetype: Rejste med venner



Mikkel Bistrup

skrev en anmeldelse d. okt. 2020

1 bidrag



Super god teambuilding oplevelse!

Vi havde en super god oplevelse med Bastian i escaperoomet Outbreak. Vi var 6 mennesker, der skulle på teambuilding tur, og vi havde en fantastisk tur. Vi oplevede udfordringer, der krævede samarbejde og tankekraft.

Jeg vil stærkt anbefale Midgaard Events og deres escaperooms til alle både firmaer og private!

[Læs mindre](#) ▲

Dato for oplevelse: oktober 2020

Rejsetype: Rejste med venner



Ingrid Kaaber Pors

skrev en anmeldelse d. okt. 2020

1 bidrag



Vi knækkede koden til fiktiv pandemi på den fedeste måde!

Det var en mega fed oplevelse at være igennem deres OUTBREAK ESCAPE ROOM. Der var koder der skulle knækkes, både fysisk og digitalt, og intet var op til tilfældigheder. Enten var der et mønster, en bogstavsgåde eller andet. Kan varmt anbefale det til dem, der vil øve sig i at få 'bugt' med COVID-19 :b
Og så en utrolig fed æstetik!

[Læs mindre](#) ▲

Dato for oplevelse: oktober 2020

Rejsetype: Rejste med venner



Ingrid Kaaber Pors

skrev en anmeldelse d. okt. 2020

1 bidrag



Vi knækkede koden til fiktiv pandemi på den fedeste måde!

Det var en mega fed oplevelse at være igennem deres OUTBREAK ESCAPE ROOM. Der var koder der skulle knækkes, både fysisk og digitalt, og intet var op til tilfældigheder. Enten var der et mønster, en bogstavsgåde eller andet. Kan varmt anbefale det til dem, der vil øve sig i at få 'bugt' med COVID-19 :b

Og så en utrolig fed æstetik!

[Læs mindre](#) ▲

Dato for oplevelse: oktober 2020

Rejsetype: Rejste med venner



Emma M

skrev en anmeldelse d. aug. 2020

3 bidrag • 3 nyttige stemmer



Greeeeaaaat

Anmeldelse af: **Da Vinci Escape Room**

Google Oversæt

Overall a great experience. Nice people and hard, but funny tasks. We were a group of coworkers and it was a great way to team build

[Læs mere](#) ▼

Dato for oplevelse: august 2020



Nyttig





Christina L

skrev en anmeldelse d. aug. 2020

1 bidrag



Fantastisk underholdning

Anmeldelse af: **SHERLOCK Escape Room**

Sherlock Holmes escape room var en totalt fantastisk oplevelse. Det er afsindigt godt lavet og var udfordrende, sjovt, spændende og fællesskabende. Tiden fløj afsted. Det var afvekslende og så flot iscenesat. Værten Ian var super med et humoristisk glimt i øjet og med afsmittende entusiasme og indlevelse. Kan varmt anbefales. Jeg skal i hvert fald derind igen og prøve de andre rum.

[Læs mindre](#) ▲

Dato for oplevelse: august 2020

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.



Nyttig





Sinnet Aaboe

skrev en anmeldelse d. aug. 2020

1 bidrag



Fantastisk Escape Room med en sjov og god gamemaster

Anmeldelse af: Da Vinci Escape Room

Dette er et fantastisk escape room. Vi var fem venner, der skulle fejre min fødselsdag, og vi havde valgt at vi skulle prøve Da Vinci rummet. Fem var en rigtig passende mængde deltagere til dette rum. Lige fra start til slut var det en sjov og god oplevelse. Vores gamemaster hed Lasse og han tog sig rigtig godt af os! Han gav os gode hints, ikke for mange og ikke for lidt, men lige tilpas, så vi selv kunne løse gåderne. Det er et sjovt rum fyldt med overraskelser og rigtig god scenografi. Lasse havde endda sørget for et lille flag til mig i en af gåderne, hvilket gjorde oplevelsen endnu mere god og personlig. Jeg kan klart anbefale Midgaard Event, og jeg skal helt sikkert ind og prøve de andre rum!

Mine venner og jeg har efterfølgende talt meget om rummet og hvad Escape Room gør ved ens gruppe. Man får virkelig set nogle nye og sjove sider af sine venner 😊

[Læs mindre](#) ▲

Dato for oplevelse: august 2020

Rejsetype: Rejste med venner

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.



Nyttig





Mille P

skrev en anmeldelse d. aug. 2020

1 bidrag



Fantastik oplevelse med familien

Anmeldelse af: **Da Vinci Escape Room**

Jeg var i escape room med min familie på fire. Vi havde alle en fantastisk oplevelse og var meget positivt overrasket over de mange gode gåder vi blev mødt med! Personalet var klædt ud, og spillede en rolle, som var en del af det rum, vi skulle ind i. Udover det var de meget søde og venlige! Jeg ville klart anbefale deres Da Vinci escape room som vi prøvede!

[Læs mindre](#) ▲

Dato for oplevelse: juli 2020

Rejsetype: Rejste med familie

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.



Nyttig



Christophe C

skrev en anmeldelse d. jul. 2020

1 bidrag



Great experience with the whole family

Anmeldelse af: **Da Vinci Escape Room i København**

Google Oversæt

We were 5 people from 15 to 50 years old, and everybody could contribute
It was not easy, despite some people before succeeded in 40 min only, but we didn't.
However, thanks to nobody after us, we had 10 min extra time to solves the mystery, so that was nice
I recommend this escape room company and this room especially

[Læs mindre](#) ▲

Dato for oplevelse: juli 2020

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.



Nyttig



WordFilerRedigerVisIndsætFormatérVærktøjerTabelVindueHjælp

tripadvisor.dk

Vis alle aktiviteter i København

BillederI nærhedenAnmeldelserBOOK TURE

5 stars

Awesome escape rooms!

Anmeldelse af: Da Vinci Escape Room

Google Oversæt

It was absolutely awesome! I tried the escape room with my two sons aged 9 and 14 and it was a great experience for all of us! We were all able to participate and contribute. It isn't scary or bloody. Apart from the room itself, we had a great time thanks to the amazing staff, who were friendly and helpful from the moment we walked in. Midgaard Events Escape Rooms offer the whole package, complete with your own private gamemaster, team-photo and offering snacks and beverages. We will definitely be back!

Læs mindre

Dato for oplevelse: juli 2020

Rejsetype: Rejste med familie

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.

Nyttig

Hanus G skrev en anmeldelse d. jul. 2020
1 bidrag

5 stars

Nice

Anmeldelse af: Da Vinci Escape Room i København

Automatisk lagring

scheme first organization

HjemIndsætTegningDesignLayoutFortæl mig det

Sæt ind

Callibri (Br... 12 A A A A

F K U x x x

AfsnitTypografierDikterFølsomhed

Calls it the best	I
Comparing to others, this is better	III
Interactive	X II
Different and challenging	XXXIII
Talk about it to other	XXXIII
Good theme and acting	XXXX
Fun	XXII
Friends and family	XXXIII
Expectations were met	I
The set up was nice	XXI
Would come back	XXI
Teambuilding	III
Nice staff	XXI

30

Side 1 af 155 ordFokus

117 %



Awesome escape rooms!

Anmeldelse af: Da Vinci Escape Room

Google Oversæt

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Læs mindre

Dato for oplevelse: juli 2020

Rejsetype: Rejste med familie

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.

Nyttig





oivheg

skrev en anmeldelse d. jul. 2020

Norge

5 bidrag • 1 nyttig stemme



Best experience!

Anmeldelse af: **SHERLOCK Escape Room**

Google Oversæt

We have done many escape rooms.

This was the first where you get a riddle in advance and that the game master are in character when we arrive . Which further immerses the experience.

Our GM Roxana were amazing!!

We had such a great time, so we did all the rest of the rooms .

They also had snacks and beverages.

[Læs mindre](#) ▲

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.



Nyttig





Christopher S. Jensen

skrev en anmeldelse d. jul. 2020

1 bidrag



Escape Room Perfection

Anmeldelse af: **Da Vinci Escape Room i København**

Google Oversæt

Despite very limited prior experience with escape rooms we were immediately sucked into the mystery thanks to the grandmasters great introduction. The room was very exiting to explore and offered thrilling supprises. The riddles were fun and cleverly devised. We had a great time. Highly recommendable!

[Læs mindre](#) ▲

Dato for oplevelse: juli 2020

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et TripAdvisor-medlem og ikke af TripAdvisor LLC.

Nyttig





Dorte E

1 bidrag

👍 0 ⋮



Super godt

jan. 2020

Vi var to familier afsted og havde en super god oplevelse. 5 børn/unge fra 9-18 år og 4 voksne. Opdelt i 2 rum, så vi kunne konkurrere mod hinanden. Super sjovt for alle mand. Kan varmt anbefales. Det er godt lavet.

Skrevet d. 20. januar 2020

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



L. Dahl



Hej Dorte, Mange tak for anmeldelsen. Sejt gået af både børn og voksne. En familiedag lige efter vores smag :) Vi håber at kunne byde jer velkommen en anden gang, i et af vores andre Escape Room. De bedste hilsner Pernille

Skrevet d. 23. januar 2020

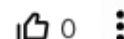
Denne anmeldelse er udtryk for en subjektiv holdning skrevet af en repræsentant for ledelsen og ikke af TripAdvisor LLC.



MartinoSanto

København, Danmark

7 bidrag



Som at have hovedrollerne i Dan Browns Da Vinci Mysteriet!

dec. 2019 • Forretningsrejse

Inbound CPH benyttede Escape Room by Midgaard Event, som en firmajuleaktivitet efter et travlt og godt år. Vi valgte at blande to hold af medarbejdere der skulle konkurrere mod hinanden i Da Vinci Escape Room. Værterne, der var kutteklædte, var veloplagte og sjove og video-introen skruede spændingsniveauet gevaldigt op. Gåderne der skulle løses var herligt udfordrende og krævede samarbejde. Udstyret, plottet og passagerne fra det ene rum til det andet var snedigt gennemtænkte, hvorved spændingen kun steg og steg, mens tiden fløj afsted. Teambuilding på en sjov og spændende måde, hvor man lærer nye sider af sine kolleger at kende. Efter seancen ønskede vi hinanden glædelig jul og godt nytår og skålede for vinderne i god champagne fra et overraskende velforsynet vinkøleskab. Vi er alle enige om, at Midgaard Event skal få lejlighed til at udfordre os ved mange andre lejligheder.

[Læs mindre](#) ^

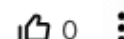
Skrevet d. 26. december 2019



Nina A

København, Danmark

64 bidrag



Spændende og udfordrende Escape Room

nov. 2019

Vi blev mødt af fantastiske Roxanne, som førte os ind i en eventyrlig verden. Hun var en rigtig god gamemaster og gav os den nødvendige vejledning for at forstå spillets regler og hjælpe os igennem, når det var nødvendigt.

Det var sjovt, udfordrende og noget jeg virkelig kan anbefale alle at prøve.

Skrevet d. 6. november 2019



David Dahl Jensen

4 bidrag



Zombie Outbreak Room - Helt igennem fantastisk sjov aften og oplevelse med min kæreste.

nov. 2019

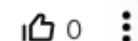
Jeg har længe gerne ville opleve og prøve et Escaperoom og man må sige at hverken mig eller min kæreste var skuffet, den indlevelse der var fra både Gamemaster og de andre roller samt zombier var fantastisk man kunne mærke at hver eneste gåde var nøje gennemtænkt og det var perfekt afbalanceret så alle på vores hold kunne bidrage med hver deres ting. - sværhedsgraden var også rigtig god det var hamrede udfordre og sjovt uden man dog følte man gik i stå da man havde mulighed for at bruge op til 3 hints. - hvilket var helt perfekt da man så ikke gik i stå for længe men samtidig også sparet på...

[Læs mere](#) ✓



Isabella G

1 bidrag



Den BEDSTE og FEDESTE oplevelse!!!!

okt. 2019

I lørdags til min fødselsdag prøvede min familie og jeg Midgaard Events Outbreak room. Det var den sjoveste og bedste oplevelse. Man bliver udfordret på en fantastisk måde. Det hele er bare så gennemført fra det øjeblik du træder ind af døren. En ting er ihvertfald helt sikkert jeg kommer tilbage og jeg glæder mig bare til at de udvikler endnu flere Escape Rooms så jeg også kan prøve dem. Midgaard Events kan stærkt anbefales til alle og enhver. Jeg kan garantere at det bliver en god oplevelse!!!!

Skrevet d. 29. oktober 2019

The Escape Room USA:



Andy B

1 bidrag

👍 0 ⋮



8 Person Group

maj 2021 • Venner

Reagan and Zachary truly made this an experience to remember! Thank you so much will return again in the future.

Skrevet d. 8. maj 2021

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Samantha

1 bidrag

👍 0 ⋮



1776 Room

maj 2021 • Venner

1776 room was awesome! Kathleen, our room advisor, was super enthusiastic and made the experience that much more fun!

Skrevet d. 12. maj 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



jeremy m

1 bidrag

👍 0 ⋮



Night at the castle

maj 2021 • Familierejse

Keegan did an outstanding job leading us through the room. We did not escape but had a wonderful time trying!

Skrevet d. 8. maj 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



JeffandJen

Indianapolis, IN
19 bidrag

👍 0 ⋮



Fun for the whole family

apr. 2021 • Familierejse

We had so much fun! Our host Joel did such a great job with our clues. We made it out with a little over 7 min left to escape (4 adults, 2-8 year olds, and an 11 year old!) I think we only used two clues. The Night at the castle was so cool!

Skrevet d. 17. april 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



patricksZ1838TJ

Fishers, IN
3 bidrag

👍 0 ⋮



Great time for my son's 12th birthday.

apr. 2021 • Familierejse

Did the Race Room. My son had a great time with his friends for his 12th birthday. Kathleen was great! Very challenging.

Skrevet d. 10. april 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



patricksZ1838TJ

Fishers, IN
3 bidrag

👍 0 ⋮



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George

1 bidrag

👍 0 ⋮



Awesome experience for team building exercise

maj 2021 • Forretningsrejse

Riflin Reagan was amazing! Our group had little to no experience with escape rooms, but started with an intermediate room. So glad to have booked this as a team building activity for our business group.

Skrevet d. 13. maj 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



George

1 bidrag

👍 0 ⋮



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Valerie R

1 bidrag

👍 0 ⋮



Escaped the Titanic

apr. 2021 • Venner

Loved spending the day with my girls and experiencing this with them! Working together with everyone to find the clues was a fun team activity.

Skrevet d. 24. april 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Liv

1 bidrag

👍 0 ⋮



So fun!

apr. 2021

Super fun date idea! Went here for my first escape room experience, Jess was super informative and helpful in describing the process. Love to support local business, definitely will be back!

Skrevet d. 5. maj 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Chloe Y

1 bidrag

👍 0 ⋮



Fun time with friends!

maj 2021 • Venner

Had a great experience and would definitely come again! Our guide Jess was great! Highly recommend for families or big groups of friends the race rooms are fun!

Skrevet d. 2. maj 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Pamela P

1 bidrag

👍 0 ⋮



First Time Luck

maj 2021 • Venner

It was our first time to an Escape Room. It was challenging and very fun! The staff was very friendly and helpful. I would recommend taking a fun group with you!

Skrevet d. 1. maj 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Elizabeth Taylor

1 bidrag

👍 0 ⋮



Awesome

mar. 2021

I had a fun time at my first escape room. Although we didn't escape Stalag 21 it was still a great experience over all. Our guide Rocky was friendly and helpful!

Skrevet d. 11. april 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Darrell B

4 bidrag

👍 0 ⋮



Helped my wife escape her nightmares of not escaping the room

mar. 2021 • Familierejse

Jack aka the mango monster was highly energetic! Didn't make things easy for us and really let us figure it out in our own. 10 stars



Skrevet d. 28. marts 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Jessica G

1 bidrag

👍 0 ⋮



Car Racing

apr. 2021 • Familierejse

We brought our girls (7 and 10) to do the race room on their spring break staycation. Husband and I have done several and want the girls to love escaping as much as we do! Jess was an amazing host for them, making sure their experience was fun, and it was a bonus that we got out just in the nick of time. Thank you for being amazing, Jess!!

Skrevet d. 9. april 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Jessica G

1 bidrag

👍 0 ⋮



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apr. 2021 • Familierejse

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Skrevet d. 9. april 2021

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JeffandJen

Indianapolis, IN
19 bidrag

👍 0 ⋮



Fun for the whole family

apr. 2021 • Familierejse

We had so much fun! Our host Joel did such a great job with our clues. We made it out with a little over 7 min left to escape (4 adults, 2-8 year olds, and an 11 year old!) I think we only used two clues. The Night at the castle was so cool!

Skrevet d. 17. april 2021

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Brandon Kirwan

2 bidrag

👍 0 ⋮



The Races

apr. 2021 • Venner

Always a blast going to the Escape Room in Fishers! We did the Race 1 & 2 competing in 2-person groups. I would recommend at least 4 people per room though. The entire building is very clean and orderly, and they sanitize the whole room between groups. Reagan and Cass were great and made the experience very safe and enjoyable for our group!

Skrevet d. 10. april 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.



Tanya B.

4 bidrag

👍 0 ⋮



Fun times!!!!

apr. 2021 • Venner

This was AWESOME!!! Kathleen was SO great to work with, and we were soooooo close to getting out!!!!

Everyone was masked, everything was clean, and hand washing was encouraged. We felt very safe while doing the room.

Would highly recommend and would also come back!!



Skrevet d. 3. april 2021

Denne anmeldelse er udtryk for en subjektiv holdning skrevet af et Tripadvisor-medlem og ikke af TripAdvisor LLC.