



**BEST PROGRAM TO INCREASE TRIAL BY NEW PARTICIPANTS  
(UP TO 100,000 VISITS)**

**Andes Tower Hills, Minn.**

[www.andestowerhills.com](http://www.andestowerhills.com)

Andes Tower General Manager Tim Salscheider says that the strategy behind the resort's sales and marketing program, designed to increase trial by new participants, was "to give it away until they were hooked." Goals included building goodwill within the resort's local community by serving youth; to increase trial by new participants; to increase participation in racing programs starting in 2006/07; to increase season pass holders over a five to 10 year period; to make a positive contribution to the health and lifestyle of local youth; and to encourage the industry as a whole to similarly invest in youth programs in order to better promote participation in outdoor winter sports. In doing so, the resort provided free lift tickets, rental gear, lessons and bus transportation to any fourth or sixth grade student.

"Phase one of this program was so unexpected, it 'wowed' our market," submits Salscheider. "We distributed an informational flyer to area schools and were deluged with students and their parents."

The program was offered from 3:30 to 8 p.m. on Mondays, Thursdays and Fridays for most of the season. Phase II of the program will launch next season by inviting fourth and sixth grade pass holders to return for a family day at a discounted rate. Salscheider sees this as an opportunity to involve the entire family in the experience.

He submits: "We believe this program is a long-term investment in our community and in the success of our ski area. All of our programs for youth are designed to promote an active lifestyle and love for winter sports that will carry into their future and ours. Children, and families with children, are our primary market and we strive to create an atmosphere that is safe and comfortable for them. We believe the buzz from this program created a positive marketing affect that no amount of radio or print advertising could have generated in our local market."

By season's end the resort had issued 864 After School passes; and food and beverage sales during weeknights were up 200 to 300 percent; and overall sales in December grew by 135 percent with significant increases reported in January as well.

*"Great effort to build strong ties to the community...You can make a big difference, even on a limited marketing budget."* — Wood



**BEST PROGRAM TO INCREASE TRIAL BY NEW PARTICIPANTS  
(100,000–250,000 VISITS)**

**Greek Peak Mountain Resort, N.Y.**

[www.greekpeak.net](http://www.greekpeak.net)

Sales Director Kevin Morrin reports that Greek Peak's Activities Based Training (ABT) program was developed during the summer of 2005, with a goal of enhancing the skill level of the more than 6,000 local school students who visit the resort each season. Historically the students were not receptive to taking lessons, says Morrin. The ABT program is designed with three proficiency levels each featuring challenging activities that are also fun and easily understood in order to equip students with the skills needed to efficiently and effectively ski or ride various mountain terrains, from moguls, steeps and race courses to learning skills within the terrain park. The activities were executed on the same part of the mountain each week, but challenges within each course varied from week to week. The first level within the ABT program is green, and upon successfully completing skills within this level, students are given a green sticker, which only allows them to ride lifts that access green terrain. To access intermediate, or expert terrain, students must first successfully complete the blue and black level ABT courses.

In the end, Morrin reports that not only has the program developed better skiers and riders, but it has also improved skier and rider safety by reducing the number of unskilled young participants on the hill. ABT participants also have their passes scanned, automatically entering their names into random weekly and grand prize drawings. Weekly prizes include T-shirts, hoodies, bags, beanies and more. Grand prize winners can receive skis, snowboards or iPods. According to Morrin, approximately 8,000 students participated in the ABT program last season.

*"You're almost guaranteed to learn skiing and riding skills from this program. The website is easy to navigate and provides a ton of useful information."* — Wood



**BEST PROGRAM TO INCREASE TRIAL BY NEW PARTICIPANTS  
(250,000–500,000 VISITS)**

**Mount Washington Alpine Resort, BC Canada**

[www.mountwashington.ca](http://www.mountwashington.ca)



1-2-3-Free offers guests a free Mount Washington pass for the remainder of the season after completing three ski or ride lessons. As a test site resort within the Canadian Ski Council Market Research program, Mount Washington also sought to maintain a maximum of five people per group ski program. In addition, lessons were lengthened two hours to allow instructors enough time to teach skills, and a

roving instructor program assisted those in need. Videos were also aired in snow school and rental facilities providing basic information on the lesson program including how to determine the various ability levels. As part of the program, instructors are issued 1-2-3-Free cards in the morning and hand them out to guests at the end of the lesson. According to Marketing Director Karen Bonell, the program is not aimed at attracting new customers on any grand scale, but rather it seeks to generate increased business through word-of-mouth promotion from new participants with the goal of converting new participants into core skiers and riders.

"In the coming months we will send to those people who earned a free season pass last season, a direct mail piece for purchase of a 2006/07 pass, and at that time we will know what our direct conversion rate is," submits Bonell. "For those who do not purchase a pass, we will follow up with a questionnaire to determine if they are still skiing or riding using day tickets."

*"A unique campaign that truly appeals to not only new participants, but skiers and riders of all levels. The 1-2-3 program is the beginning of a beautiful relationship."* —Gorman

#### BEST PROGRAM TO INCREASE TRIAL BY NEW PARTICIPANTS (500,000+ VISITS)

**Mammoth Mountain, Calif.**

[www.mammothmountain.com](http://www.mammothmountain.com)



Mammoth's Spring Fest sought to increase skier visits during an otherwise "off-season" period. The five week program tied together all of Mammoth's spring events under one banner, and offered guests discounted lift tickets, special contests and giveaways, lodging discounts and other events ranging from pro-invitationals to guest-participation activities.

Spring Fest collateral included a rave card distributed to various ski and snowboard shops; messaging on daily email snow reports; advertising in target regional publications; and table tents, posters and signs were distributed in the lodges.

Based on an increase of 19,000 skier visits, the Spring Fest promotion helped Mammoth not only achieve, but exceed its goal by 27 percent. Total room nights booked exceeded goals by 42 percent.

*"A great way to get newcomers to our sport and lifestyle by experiencing Spring Fest."* —Rosenberger

#### BEST PROGRAM TO INCREASE FREQUENCY OF EXISTING PARTICIPANTS (UP TO 100,000 VISITS)

**Snow Trails, Ohio**

[www.snowtrails.com](http://www.snowtrails.com)



In an effort to stay "top-of-mind" with its younger guests, particularly terrain park users, Snow Trails built a viral marketing campaign driven by guest feedback including a web-based video contest billed, The Wanted Video Contest. As part of the contest, website visitors are able to post their own terrain park video. Each video posted was stored in a gallery, where other visitors to the site (i.e. friends, family and others) could vote on their favorite video. With integrated software, visitors were able to refer others to the site and cast votes in just a few clicks. Weekly winners were awarded prizes with the overall winner receiving a \$400 ski or snowboard package.

In the end, Snow Trails reports a 60 percent increase in return visits to the website; banner ads received more than 600,000 impressions with 4 percent of visitors clicking on a banner; 28 percent of visitors watched or downloaded a video; 12 percent of visitors voted; each video received an average of 589 views and 69 votes; 24 percent of visitors added Snow Trails to their favorites lists; and the resort realized an 18 percent increase in visitors that spent two minutes or more on the website during the campaign.

*"Snow Trails developed a unique effective means of reaching a highly desirable market. Great Stuff!"* —Gorman

#### BEST PROGRAM TO INCREASE FREQUENCY OF EXISTING PARTICIPANTS (100,000–250,000 VISITS)

**Welch Village, Minn.**

[www.welchvillage.com](http://www.welchvillage.com)



With its Three Style program, Welch Village aimed to encourage guests to take multiple lessons, and ultimately commit to returning to the resort throughout the season. The Three Style lesson package was priced at \$88 and offered guests two days of lift tickets, rentals and lessons. An Exploration Day, in which the guest received a free lift ticket and rental equipment to explore the mountain via their new skiing or riding skills, was also built into the offering. Upon completing the third day, guests were eligible for a Freeze Card, which offers discounted tickets and rentals for the remainder of the season.

With the program, Welch reports a 260 percent increase in multiple day lessons sold, learning center revenues increased 30 percent and the resort added more than 500 new members in its season pass program.

*"The Three Style program will no doubt help give skiers a strong boost of self confidence... Welch Village is all about making their resort fun, safe and rewarding."* —Wood

**BEST PROGRAM TO INCREASE FREQUENCY OF EXISTING PARTICIPANTS (250,000–500,000 VISITS)**

**Mt. Hood Meadows, Ore.**

[www.skihood.com](http://www.skihood.com)

The purpose of Mount Hood Meadows' 3x3 promotion, which offered a 25 percent discount on the purchase of three season passes, was to create buying peer pressure among the 15- to 22-year-old age group that lived within a two hour drive from the resort.

The resort created a web-based purchasing interface that allowed a group "organizer" to purchase his or her pass, and then enter the names of the other two pass purchasers. Access codes were issued so that the other two group members could log on to the website to purchase their passes. When all three pass purchases were made, the information was automatically transferred to the season pass ticketing system. Group members were given further instructions, including when and where to get their photos taken and pick up their passes.

The program targeted existing skiers and riders who had previously purchased season passes, rental equipment, lessons or participated in other resort events. As a result, the resort reports a 67.6 percent increase in season passes sold within the 15- to 22-year-old age group. Also, visits to [skihood.com](http://skihood.com) tallied 223,000 during the last week of October and first week of November, and more than 300,000 visits were recorded during the four-week sales period. These pass holders accounted for approximately 60,000 to 80,000 Mount Hood skier visits this season.

*"The campaign motivated the audience to take action and they successfully reached the elusive 15 to 22 year olds."* —Gorman



**BEST PROGRAM TO INCREASE FREQUENCY OF EXISTING PARTICIPANTS (500,000+ VISITS)**

**Aspen Skiing Co., Colo.**

[www.aspensnowmass.com](http://www.aspensnowmass.com)

The goal of Aspen/Snowmass's Loyalty Journal Program was to increase loyalty by converting guests who had visited the resort two times within the past five years. In doing so, the resort created the Loyalty Journal, designed to be inspirational and establish an emotional connection to the resort. The journal was offered free and accompanied by a letter from CEO Pat O'Donnell as a way of offering thanks to guests for their business.

"Frequent flyer programs and points programs give the illusion of loyalty, but in fact they are often mislabeled loyalty programs," submits Director of Marketing Jeanne Mackowski. "What they often do is reward frequent customers with a discounted rate. However, these so-called loyal customers are likely to switch as soon as a competitor offers a more attractive discount option. The *emotionally* loyal customer feels an attachment to the place or brand, and this type of loyalty is likely to last."



The benefits the resort listed as a result of the loyalty journal include: no cannibalization of its business with discounts; no costly implementation and maintenance of a points program which often includes discounts; a targeted database program offers the ability to track and analyze results; perceived value to the guest was much greater than the actual \$3 cost of the piece; and it created buzz about an exclusive product shared among guests.

In all, more than 41,000 journals were mailed to domestic households. Of those, the resort reports approximately 15,000 had visited last season, accounting for a 37 percent response rate to the direct mailing. While this was the first season of the Loyalty Program journal, Aspen/Snowmass will instill it as a multi-year effort.

*"The loyalty journal program really targets the core customer...37 percent response rate is amazing."* —Rosenberger

**BEST OVERALL MARKETING PROGRAM (UP TO 100,000 VISITS)**

**Moonlight Basin, Mont.**

[www.moonlightbasin.com](http://www.moonlightbasin.com)



The goals of Moonlight Basin's marketing program this season were to increase trial, conversion and retention of skiers and attract summer visitors and potential second-home owners. In its efforts, the resort created the Headwaters Club, that offers a \$5 discount on lift tickets, with a free lift ticket after every five purchased. Club members are entitled to discounts on a range of other services. The resort reports that growth in the program had more than doubled this season with more than 1,100 members, with each member skiing an average of three days.

As part of a cooperative agreement launched this season between Moonlight and neighboring Big Sky resort, the Lone Peak Pass and Lone Peak Ticket reportedly offers the largest network of skiable terrain in the U.S. Moonlight reports that the new offering, which represents 18 percent of all ticket products sold, resulted in increased media coverage and destination visits. In addition, the resort again offered the M-BAR-T (Moonlight Basin Aspirations Reward Team) that rewards middle and high school students who maintain at least a 3.0 GPA a free season pass; or students with lower than a 3.0 but who show a .2 GPA improvement can also earn a pass. Complimentary ski rentals were also integrated into the program. More than 1,300 local student qualified for passes this season.

In the end, the resort reports that season revenues increased by 96 percent, 120 percent including the ski instruction and rental programs, and room-night bookings from various destination cities increased by as much as 455 percent.

*"A very comprehensive marketing campaign. Moonlight delivered a consistent message using conventional and non-conventional tactics."* —Rosenberger

## BEST OVERALL MARKETING PROGRAM (100,000–250,000 VISITS)

### Jay Peak, Vt.

[www.jaypeakresort.com](http://www.jaypeakresort.com)



Jay Peak Director of Marketing

and Sales Steve Wright says the resort approached its 2005/06 campaign with three goals in mind: cut through a high concentration of design “sameness” (i.e. reduce powder, glade and parochial resort photos) by using non-traditional images in print campaigns; talk to skier and riders on a much more personal level (i.e. authentic, unmanufactured, honest and unpretentious) which in the end also benefiting the brand; and develop a scalable campaign across two languages and cultures, representing the resorts guest demographic of English and French speaking Canadians and Americans.

Move Up became the resort’s new tag line, suggesting guests should consider actually purchasing real estate at the resort, while also implying an elevated experience at Jay Peak. The Buddy Says program was designed to give the resort a voice via resort lift maintenance supervisor Buddy Loux, who carries an authentic, genuine and unpretentious demeanor resembling the character of Jay Peak. The campaign featured short and direct messages positioned in places where guests relaxed, ate and where they might not otherwise expect to be engaged by the resort. The program carried over to an electronic direct mail program called Buddy Club that on average netted 10 to 15 reservations per week, with an average yield of nearly \$600.

Another component of the campaign was a platform posing the question: “Would you know a good skier (rider) if you saw one?” The copy featured photos of average people in everyday situations. As Wright submits, “We reasoned that this out-of-context perspective, along with the slightly urban feel to the ads, would get people to stop and pay attention.” In the end, the resort reports it had added \$500,000 to bottom line vacation-related revenue, and skier visits were up 12,000 to 18,000 over the previous season.

*“This message is executed with engaging imagery and copy—coupled with their additional marketing message—they have captured an effective tool to speak to their target audience.” —Gorman*

## BEST OVERALL MARKETING PROGRAM (250,000–500,000 VISITS)

### Telluride Ski Resort, Colo.

[www.tellurideskiresort.com](http://www.tellurideskiresort.com)



“Telluride Ski Resort recognizes

that to have a successful marketing campaign, the brand message cannot simply be expressed in the marketplace, but the brand promise must be delivered to the guest and be part of the company ethic. Therefore, the scope of our marketing campaign is driven through each piece of advertising and collateral, but also through each employee and every decision-affecting guest experience,” submits Sales and Marketing Senior Vice President Ken Stone.

In its efforts, the resort shifted its marketing focus to media that it felt its target audience was most likely to respond to, such as direct mail campaigns, vertical publications and in-flight magazines and programming. In addition, the resort increased the number of on-mountain employees and went from a volunteer guest service staff to a paid staff. On-mountain departments received customer service training detailing the importance of greeting guests in the parking lot, helping them with their skis, running a serviced ski valet, leading daily mountain tours and providing other informational and concierge services.

As a result, Telluride reports individual bookings were up 32 percent this season with an increased stay of .75 days on average per reservation; guests traveling to the resort via air travel had increased; unique visitors to the resort website were up 32 percent, with \$1.5 million in online ticket sales; and a 7 percent increase in lift ticket and season pass revenue with 3,000 new pass holders.

*“This is a great example of defining what your brand is and then being able to illustrate that message.” —Rosenberger*

## BEST OVERALL MARKETING PROGRAM (500,000+ VISITS)

### Winter Park, Colo.

[www.winterparkresort.com](http://www.winterparkresort.com)



**WINTER PARK  
RESORT**

For the 2005/06 season, Winter Park created a season-long marketing and sales plan commemorating the 30th season of its Mary Jane Mountain. The campaign was launched with messaging detailing \$7 million in capital improvements the resort invested in Mary Jane, including the addition of a six-person chairlift, enhanced tree skiing, a refurbished restaurant and new on-mountain signage. In addition, the resort created a commemorative limited edition ski; a distinctive Mary Jane 30th logo; special edition season pass; new entry and base signage; and sold authentic trail signs from Mary Jane.

As Communications Manager Darcy Morse reports, “Through direct messaging and an integrated marketing campaign, the buzz created around Mary Jane’s 30th birthday Bash was a tremendous success and continues to positively impact the resort to this day.”

The campaign utilized print, radio, internet, direct mail and public relations efforts and integrated resort staff by way of 70s dress-up contests, a Birthday Bash float parade and snow sculptures. Scratch cards offering various discounts were distributed to pass holders helping to bolster sales in retail and food and beverage outlets. In the end, the resort reports skier visits were up 8 percent for the 2005/05 season; visits to the resort website increased 7 percent; and reservation call volume increased 40 percent.

*“Some of the best print advertising we’ve seen to date! No wonder this campaign made such a big impact.” —Wood*