
Project Consultations

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Big Mountain

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Context

Every year over 350,000 people choose to ski or snowboard at Big Mountain Resort, and by making a sizable investment of over \$1.5 million in a new chair lift system, executive leadership is placing the resort's accessibility and reliability as top priorities. In the past, leadership has determined their lift ticket price by placing a premium above what that year's nationwide average ticket price is, but in doing so, have foregone a more accurate price based upon vertical drop, which typically correlates with increased skiable area and available trails, number of lifts and whether they are fast or standard speed, and the location of the resort both regionally and its base elevation, which impacts the resort's accessibility. By analyzing these metrics, we could develop a more accurate pricing matrix, implement cost-saving by eliminating lifts that do not service trails as efficiently or as frequently as other lifts, or even determine a higher ticket price based on speed and reliability of the lifts, and accessibility of the expansive resort.

Criteria for Success

1. When a more comparable market sector is considered for determining ticket price
2. Measure hourly lift usage, and determine if some lifts need to be eliminated, or upgraded to increase ridership, or consolidated for accessibility overlap.
3. Implement ticket price changes by halfway through the season
4. Prioritize lift speed for the future as a way to increase trail usage per guest per day.

Scope of Solution

We will first determine a list of comparable resorts based upon the following metrics: Vertical drop, skiable area, available trails, number & speed of lifts, regional location and base elevation. After redefining how we determine the comparable market, we can accurately determine an average ticket price from similar resorts. Once we have a better reading on our own pricing matrix, we focus on measuring ridership and rider frequency of all our chair lifts by tallying total usage per hour each day. Simultaneously, we also focus on decreasing time spent on chair lifts

by upgrading to fast lifts. Taking all these factors into account, we will create an accurate pricing model based on current resort facilities, explore which lifts are most frequently used, eliminate slow/underutilized lifts, and install fast lifts to increase ridership and total skied trails per day. These measures will also provide insight to a currently unmeasured metric, which will increase the accuracy of our pricing model: Average trails skied per day.

Constraints

1. Lack of clarity into how often trails are being used and during what points of the day trails are skied most.
2. Difficulty in determining guest experience with chair lifts
3. Difficulty in determining current reasoning for guests choosing Big Mountain over competing resorts

Stakeholder Engagement

1. Jimmy Blackburn -- Director of Operations
2. Alesha Eisen -- Database Manager

Key Data Sources

1. CSV file -- received from Database Manager