

Big Mountain Resort

Can Big Mountain Resort increase the visitor base by 20% and convert 15% of the customers to recurrent with 5% adhering to the Fidelity plan? The customer volume increase can add 10% to the facilities' revenue? These goals will be achieved with a marketing campaign in place before the next season starts, a price structure for the tickets, and the Fidelity Plan.

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1 Context

Big Mountain Resort (BMR) is a ski resort located in Montana with spectacular views of Glacier National Park and Flathead National Forest, and 105 trails. BMR has around 350K visitors yearly. Recently a new chair was installed, creating an extra \$1.5Mi operational cost. The current price strategy is to charge above the segment's average, and the facilities' capitalization can be sub-optimal. We are proposing an increase in the volume of clients of 20% by promotions and Fidelity Plan supported by a new marketing campaign to promote the resort advantages and remembering the clients to use the facilities during their visit.

2 Criteria for success

- Increase the number of total visitors by 20%
- Fidelize 15% of the clients as recurrent visitors and 5% adhering to the Fidelity plan.
- Improve the facilities revenue by 10-20%

3 Scope of solution space

- Include new tickets' modalities for weekdays and night only. • Tickets combos with discounted/free tickets that keep the average ticket around the average price in the segment.
- Creation of Fidelity Plan with advantages on using the facilities and a Marketing campaign highlighting the features where BMR has the best numbers (number of trails, longest run, vertical drop, skiable area, average snowfall, night skiing).
- Distribute banners close to the lifts lines advertising the facilities (restaurants and hotel) and the Fidelity Plan.

4 Constraints within solution space

- Weather restrictions during the season (access roads closed, storms, low snow precipitation)
- Competitors in the same segment heavily reducing their tickets and getting prospective clients

5 Stakeholders to provide key insight

CEO, Sales VP, Marketing VP, CTO, Database Manager, Head of Data Science

6 Key data sources

- Data about the competitors in the market
- Clients' data
- Facilities' revenue data
- Weather forecasting

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