

# ALTERRA

MOUNTAIN COMPANY



Alterra Mountain Company and The Ikon Pass

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## Introduction

The following report is an in-depth analysis of Alterra Mountain Company and its Ikon Pass, which provides users with access to several ski resorts along with many perks and benefits. The objective of this marketing campaign is sustained by its following research and is ultimately to build brand awareness and increase usage among younger demographics. This report will analyze the company from a marketing perspective, the market trends of the industry in which it operates, its competitors, and consumers, to define the target audience for this specific campaign. The report will include its primary research findings developed from surveys and focus groups, to better understand consumer behavior and how to better appeal to different demographics. Through the comprehensive research, the report will provide recommendations on which social media platforms would be the most beneficial and efficient for the brand to promote content based on the specific demographics, as well as what actual content should be posted that will have the greatest exposure. To conclude, there is a media budget that details all expenses that are planned for based on the media content plan, to ensure an efficient and effective campaign.

## Company Analysis

### *Alterra Mountain Company & Ikon Pass*

Alterra Mountain Company is a 6-year-old, private company with an estimated 20,000 employees. In the US, the company has a notable market share in at least one industry: Ski & Snowboard Resorts, where they account for an estimated 12.1% of total industry revenue. The industry revenue in 2023 was \$551.9 million with a profit of \$52.6 million (Berdousis, 2023). The Ikon Pass is offered in collaboration with Alterra Mountain Company, Aspen Skiing Company, Alta Ski Area, Boyne Resorts, Jackson Hole Mountain Resort, POWDR, and Snowbird. Introduced in January of 2018, it became the prime challenger to Vail's Epic Pass, which had remained virtually unopposed for 10 years.

The Ikon Pass provides access to skiing at about 58 destinations worldwide. This includes popular ski resorts such as Winter Park, Aspen Snowmass, Copper Mountain, Palisades Tahoe, Mammoth Mountain, and more. There are four different pass options. The top-tier Ikon Pass provides unlimited access with no date restrictions to 17 resorts and up to seven days at an additional 40 destinations throughout the U.S., Canada, Europe, Japan, and Australia. It is currently priced at \$1,249 for adults aged 23+, \$929 for young adults aged 13 to 22 years old, \$369 for kids, and \$149 for those 4 and under. Child Passes can earn savings up to \$200, or \$100 per child but only permit a maximum of two passes. Passholders who choose to renew for the following season can redeem a \$100 discount as well. The Ikon Base Plus has blackout dates with unlimited access to 14 resorts and up to five days at 43 destinations, with prices ranging from \$349 to \$1,119 depending on the age of the pass holder. The Ikon Base Pass has blackout dates with unlimited access to 14 resorts and up to five days at 36 destinations. Prices range from \$99 to \$869 depending on the pass holder's age. Both of the Base Pass options offer a \$50 renewal discount. Lastly, Ikon has recently introduced its session passes, which range from two



to four total days at 42 destinations. Prices at the lowest tier (two days) for this pass start at \$169-\$259 and reach a range of \$279-\$449 (four days).

Ikon Pass holders can redeem several benefits as well, such as a total of twelve Friends & Family discounts — each providing a minimum of 25% off the single-day lift ticket price — for the upcoming 2024/2025 season. These passes will be accompanied by one free bike park lift ticket in the summer to be used at a resort of their choosing out of 16 destinations. The Ikon Pass First Tracks allows users to access untouched powder and corduroy before the resort and lift openings on one designated morning per month in January, February, and March at select destinations. Users can also unlock a \$200 credit per day on heli-skiing. This upcoming season introduces many new partnerships as well such as Ship Skis (20% off shipping), DB Travel Gear (20% off), Blenders Eyewear (30% off), and Camp Woodward (\$200 off summer camp). Pre-existing perks also include 20% off a purchase of \$200 or more at North Face; up to 15% off food, beverage, and retail; \$20 POW membership; and savings through Ikon Pass Travel.

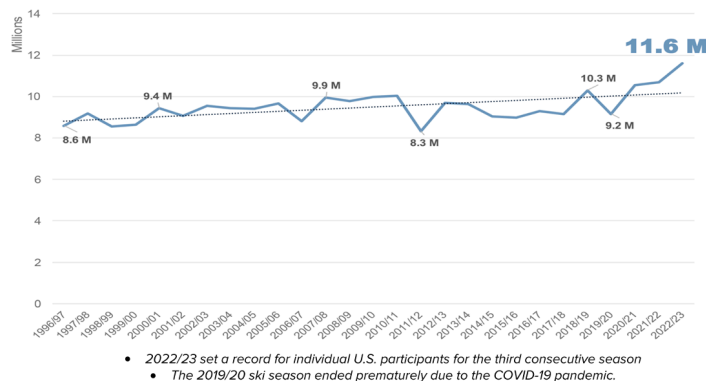
### **Industry Analysis**

In the U.S. Ski & Snowboard Industry, key players like Vail Resorts, Inc., Alterra Mountain Company, Boyne Resorts, Aspen Skiing Company, Eldora Mountain Resort, Echo Mountain Resort, and Loveland Ski Area wield significant influence (Berdousis, 2023). With an annual revenue of \$4.6 billion and a profit of \$464.6 million, the industry thrives on increased disposable income, growing domestic travel, and a rising number of health-conscious consumers (Berdousis, 2023). Major players Vail Resorts and Alterra Mountain Company, commanding market shares of 29.1% (\$1.3 billion) and 12.1% (\$551.9 million) respectively, strategically have expanded their offerings and revenue generators through Epic Pass and Ikon Pass, allowing consumers to access multiple mountain locations (Berdousis, 2023). These packages have helped these conglomerates retain a competitive edge over shorter snow days at selected locations under their umbrellas (Berdousis, 2023).

The 2022/2023 season set a record for individual U.S. participants for the third consecutive season, reaching 11.6 million estimated participants in snowsports (National Ski Areas Association, n.d.). This season also observed 65.4 million skier visits, which accounts for the total number of days skied (National Ski Areas Association, n.d.). The total number of U.S. ski areas for this season was 480, with 37 states being home to ski areas. The Rocky Mountain region led the industry, with over 28 million visits, followed by the Northeast and Pacific West (total) with 13.2 million and 13.1 million respectively (National Ski Areas Association, n.d.). This industry is a strong contributor to the U.S. GDP, with downhill snowsports specifically generating \$58.87 billion in economic activity annually (National Ski Areas Association, n.d.). *See Appendix A.*



**Estimated Snowsports Participants:  
U.S. Visitors at U.S. Resorts, 1996/97 – 2022/23**



133 S. Van Gordon Street, Suite 300 • Lakewood, CO 80228  
303-987-1111 • nsaa.org

*Image sourced from National Ski Areas Association*

[https://nsaa.org/webdocs/Media\\_Public/IndustryStats/active\\_US\\_participants\\_1996-97\\_2022-23.pdf](https://nsaa.org/webdocs/Media_Public/IndustryStats/active_US_participants_1996-97_2022-23.pdf)

Similarly to the industry's sensitivity to climate change, it is also subject to customer income and spending patterns. External drivers, including domestic trips, per capita disposable income, average annual precipitation, time spent on leisure and sports, inbound trips by non-US residents, and participation in sports, positively impact the industry, contributing to the projected 1.3% CAGR to reach \$4.9 billion over the next five years (Berdousis, 2023). Winter sports are expected to gain more traction in awareness and visibility, ultimately raising consumer interest, especially among younger consumers (Berdousins, 2023). Additionally, consumer spending is expected to trend upward as the economy continues to recover from pandemic-induced lows, generating more demand for these resorts (Berdousis, 2023).

The industry's landscape is expected to continue to change as major players aim to expand operations, resulting in further consolidation of smaller establishments. Smaller operations primarily cater to day skiers from nearby population centers, while larger ones attract both day skiers and destination resort guests — these guests generate much higher operating revenue per day than day skiers due to their additional spending on items such as food, beverages, retail, rental, and more over longer periods. As previously mentioned, resorts have little control over weather patterns or conditions; however, smaller ones have less capital to generate solutions and suffer from the volatile weather conditions as well as heightened competition from larger resorts. Larger companies' access to capital drives investments in ski lifts and multi-resort passes, providing advantages over small operators. As a result, smaller companies have had no other choice but to sell to their bigger competitors or shut down, and Alterra is a prime example of this dynamic, as it was formed — under similar circumstances — by several companies merging earlier in the period (Berdousis, 2023). Private equity firms have

also consolidated several ski resorts under Alterra, allowing them to benefit from economies of scale (Berdousis, 2023).

The industry is made up of hundreds of enterprises, with a significant number of small companies that make it up, but the top five account for two-thirds of revenue (Berdousis, 2023). Skiing facilities are the primary revenue contributor in the industry, making up \$3.1 billion of total revenue (Berdousis, 2023). A growing number of ski companies are expected to offer season passes, which lowers the price per attendance and encourages additional spending at their resorts as opposed to their general lift tickets and season passes (Berdousis, 2023). Lift tickets typically can be purchased as part of a package that includes accommodation offers as well to maximize revenue. While many lift tickets are purchased the day of or slightly in advance, season passes are usually purchased before the ski season, which gives individuals unlimited access to their resort for the fixed season. Multi-area passes that give skiers and snowboarders access to any of their resorts during a ski season are also a popular offering by companies that operate several resorts.

Given the nature of the industry is reliant on geographic regions that have mountain ranges, it comes as no surprise that location and region largely influence the success of these resorts. With this being said, the Rocky Mountains region — the longest mountain range in North America that stretches over 3,000 miles — has the highest share of establishments and accounts for just under a quarter of all establishments (Berdousis, 2023). Colorado falls under this region and is the largest state where resorts are located. This region is typically home to soft snow that does not ice over as frequently and has highly sought-after skiing and snowboarding conditions, allowing this industry to flourish here. The second most concentrated region is the West region, where the majority of users originate from California. Another reason for this region's success can be attributed to the high degree of wealth and the large number of individuals aged between 18 to 55 years old who ski (Berdousis, 2023). California and the West area in general are home to individuals with an “outdoor focused mindset” that encourages them to participate in outdoor recreational activities (Berdousis, 2023, p. 38).

Resorts find success based on the conditions they offer based on their region, as well as the type of visitors they attract, such as destination or local guests. Research has shown that in-state visitors are a more reliable source of revenue for resorts because they are expected to take out season passes and regularly visit compared to destination skiers (Berdousis, 2023). Despite this, destination guests typically generate higher amounts of revenue given their additional forms of spending that local guests typically do not have to consider. Ski resorts also can find more success when located within proximity to major population centers as they can attract in-state visitors easily, and ultimately make it easier for destination visitors to access the resort.

Caplan used data from the 2018-2019 season and 120 resorts in the U.S. and Canada, to find that while conglomerate-owned mountains charge premiums on both single-day lift tickets and season passes in comparison to other non-conglomerate-owned mountain resorts, they found that multi-area season passes (mega-passes) charge no premium and in fact, have discounts on

their passes (Caplan, 2019). However, ski ticket premiums can be attributed to factors such as the vertical drop, number of lifts, and total runs (Bergeron, 2023). According to research, “on average, for the past seasons, the Epic and Ikon passes only return excess utility to the customers if they ski more than five days at ski resorts” (Bergeron, 2023, p. 29). Additionally, resorts that fall under the Ikon or Epic Pass jurisdictions in the U.S. are charging their customers unfairly for single-day lift tickets based on the amenities that they offer (Bergeron, 2023).

The pass options have been reduced to a binary choice, as Vail and Alterra are “in an arms race for acquisitions and partnerships with no end in sight” (Laforge, 2023). In theory, the industry looks strong and healthy; the 2022/2023 season has been one of the busiest in U.S. history with visits up 6.6% to 65.4 million days skied, primarily driven by Epic and Ikon sales. However, it is a double-edged sword — high-spending pass holders may be getting a bargain but in doing so have driven up prices in all other areas from single-day lift tickets to ski school to lodging. In doing so, the audience that had been historically catered to and a primary market segment of this industry — locals and ski bums — are being squeezed out to prioritize a model that attracts jet-setters. Gordon Laforge, in his article, recognizes a shift in the culture and the result: a “soulless, pre-packaged, mass commercial experience” (Laforge, 2023). Laforge continues to explain how small even independent resorts tend to adopt similar pricing structures — inflationary prices on single-day tickets, ski school, food, retail, rentals, etc. — to encourage pass purchase, but according to him, “as the duopoly grows, the playful irreverence and fellowship that constitute skiing’s soul recede” (Laforge, 2023).



Image sourced from Epic or Ikon website (<https://www.epicorikon.com/map>)

## **Environmental Trends**

### ***Economic***

Expenditure on the skiing and snowboarding industry and household disposable income are closely linked; as it grows, more time and money is spent on ski holidays and weekend trips. This trend is expected to continue through 2023, representing an opportunity for the industry (Berdousis, 2023). In the U.S., skiing and snowboarding wholesales peaked in 2022 with a total value of \$761.8 million (Statista, 2023). This is promising for continued growth and resort visitation as owning equipment will encourage skiing or snowboarding throughout the season. Similarly, ski and snowboard rentals reached an all-time high with a revenue of \$294.2 million with a forecasted 3.2% increase in 2023, and is expected to grow at a CAGR of 2.5% to 332.1 million over the five years to 2028 (Berdousis, April 2023). Furthermore, travel price inflation, TPI, observed a slight decrease due to falling transportation prices, while domestic leisure growth experienced a deceleration through three quarters of 2023 due to lower consumer spending, as a result of high borrowing costs, tighter credit conditions, and student loan repayments resuming (U.S. Travel Association, 2024).

### ***Sociocultural***

Sociocultural trends are more discreet in terms of their impact on the industry. It can be seen through factors such as travel habits, leisure time, sports participation, and demographic shifts. Rising domestic travel activity — expected to increase in 2023 — drives revenue growth (Berdousis, 2023). However, there is a projected decrease in time spent on leisure and sports in 2023, which could threaten resort visits and revenue, given that there would be limitations on individuals' ability to take vacations or time off. Despite this, the future still seems promising as there is an increased willingness to engage in sports activities, driving more visits to resorts. These insights are supported by the U.S. Travel Association's research indicates positive trends in air passenger growth — up 6% from the previous year — and foreign visits — up 24% year over year — in combination with a growing positive sentiment for upcoming leisure travel in 2024 (2024). Additionally, Gen Z dominates the global and U.S. population, having the largest share, which underscores the value to the industry of appealing to this demographic (Accesso, 2021).

### ***Technological***

Technological advancements are enhancing the skiing and snowboarding industry and the experience it provides to guests. Innovations range from real-time information on lift status and wait times to artificial intelligence applications. The introduction of LiftDigital and Ski Tracks to the industry has been revolutionary, where the first offers real-time updates on lift status and the latter allows skiers to monitor and review their runs (Berdousis, 2023). Enhancements in snowmaking machines have been essential to the success of the industry for destinations to retain a competitive edge over poor weather and to extend their snow seasons. AI's role in the industry is increasingly significant, from mitigating safety concerns to cultivating a more efficient

experience. AI can predict avalanche risks by analyzing snowpack data, weather forecasts, and historical avalanches, which can be useful in timing controlled explosions. Lastly, AI can be useful in developing marketing campaigns that can be targeted toward individual customer preferences.

### ***Natural***

Natural trends can significantly influence outdoor and winter recreational activities given the reliance on prime weather conditions. Relevant natural trends include snowfall, greenhouse gas emissions, climate change, snowpack, and droughts. Seasons that experience more snowfall will have more ski resort visits due to the improved snow conditions. In this case, rainfall can be considered a proxy for snowfall in any year, and average annual precipitation is projected to decrease in 2023 (Berdousis, 2023). According to a study on snowpack change by the journal Geophysical Research Letters, the ski season in the United States was reduced by an average of 34 days between 1982 and 2016. Drought in the Western region has exacerbated the issue. This is largely in part due to climate change, which has been shortening ski seasons and also damaging resort infrastructure due to wildfires scorching ski areas (Goodman, 2022). However, resorts have been making an effort to sustain the industry through programs to address greenhouse gas emissions.

### ***Regulatory***

As many ski areas can be found on public lands, the regulatory landscape becomes a critical part of the industry. These resorts are subject to many federal, state, regional, and local laws and regulations making expansion that much harder. Private lands where ski areas can be constructed are limited, and getting governmental approval to build on public lands is just as challenging. Another obstacle is obtaining renewable permits or licenses from the US Forest Service as well as meeting environmental regulations. For example, resorts must comply with the National Forest Management Act and the US Environmental Protection Agency, which enforces the Clean Water Act (Berdousis, 2023).

### **SWOT Analysis**

<b><i>Strengths</i></b>	<b><i>Weaknesses</i></b>
<ul style="list-style-type: none"> <li>• High market share in the ski resort industry (12.1%).</li> <li>• Ikon Pass generates a significant portion of its overall revenue. It also provides financial stability given that they are purchased in advance, which allows Alterra to plan for the following season and make strategic investments.</li> <li>• Geographical advantage: Alterra Mountain</li> </ul>	<ul style="list-style-type: none"> <li>• Alterra Mountain Company will pay \$17.5 million to Ikon Pass skiers — and \$2.9 million to lawyers — who sued the company over the pandemic-shortened season (Blevins, 2023).</li> <li>• The seasonality of their operations makes them highly dependent on the ski season for its revenue and ultimately makes them vulnerable to weather changes and other</li> </ul>

<p>Company has a strong presence in some of the best destinations worldwide, including Utah, Colorado, and California.</p> <ul style="list-style-type: none"> <li>• Diversified Revenue Streams: Additional revenue can be generated through lift tickets, season passes, ski schools, dining, retail, rental, etc.</li> <li>• The owners of Colorado's Arapahoe Basin, which is consistently among the first resorts to start their season, have agreed to sell the 1,428-acre ski area to Alterra. This would be Alterra's 18 resorts under its belt.</li> <li>• Alterra offers access to nearly 60 more ski areas worldwide through these strategic partnerships.</li> <li>• Alterra will merge Deer Valley with the yet-to-be-built Mayflower resort next door, creating North America's 4th largest resort with 5,726 acres and 37 lifts.</li> </ul>	<p>factors that affect the season.</p> <ul style="list-style-type: none"> <li>• Intense competition in a highly monopolized industry, with Vail Resorts and its Epic Pass being the primary competitor.</li> <li>• High customer class and cost of visiting a resort means less access to the general public</li> <li>• High capital requirements and fixed costs within the industry</li> <li>• Astronomical single-day lift ticket prices, equipment rentals, and lessons all contribute to a massive barrier to entry (Amirault, 2021).</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>• Improving economic conditions and increased domestic and international travel will boost revenue over the next five years (Berdousis, 2023)</li> <li>• A growing number of health-conscious consumers (Berdousis, 2023)</li> <li>• Rise of younger generations visiting the mountains which Ikon can capitalize on.</li> <li>• Investments in social media platforms as younger generations have high use of social media and e-commerce.</li> <li>• Rising disposable income paired with younger generations' interest in spending money on experiences.</li> <li>• Investing in sustainability initiatives can attract the growing demographic who are environmentally conscious.</li> <li>• Technology advancements can continue to facilitate better experiences for skiers and snowboarders, such as managing lift lines to booking.</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change <ul style="list-style-type: none"> <li>◦ If snow levels are to reduce significantly it would severely affect their business model</li> <li>◦ Many skiers are used to mountains opening up the week of Thanksgiving, but many feel lucky if that happens. A big concern is that shortened seasons may impact holiday vacations which would ultimately result in a loss of revenue during one of the most populous weeks.</li> </ul> </li> <li>• Changes in government regulations that could eliminate or alter the permits and leases that Alterra needs to operate its resorts</li> <li>• The winter tourism industry is subject to economic and consumer spending fluctuations, which can affect Alterra's ability to generate revenue and maintain profitability.</li> </ul>

## Consumer Analysis

Consumer demographics significantly influence market segmentation and revenue. Customers aged 35 to 54 form the largest market segment, constituting 52.3% of the industry and generating \$2.4 billion in revenue. This group, often established in their careers, spends generously on vacations and ancillary services, indicating a substantial contribution to this industry's financial health (Berdousis, 2023). Following them, those aged 25 to 34 years old represent the second largest market at 21%, and \$956.5 million in revenue (Berdousis, 2023). Despite having lower disposable income, they prioritize spending on experiences and direct a substantial amount of income toward recreation. They also have high leisure time availability and are more likely to participate in high-risk activities, making them a key target for growth.

The under-25 age demographic accounts for 18.5% of the market and rakes in \$842.6 million in revenue (Berdousis, 2023). Their participation in the industry is largely supported by parental funding or personal limited income. Skiing and snowboarding have historically been popular among this age group, especially those local to ski resorts. On the other end of the market are customers aged over 55 years old, which has seen a decline due to the high physical demands of participating in snow sports. However, this demographic typically spends more on food and beverage services due to their access to a stable retirement income.

Overall, younger individuals and those in wealthier demographics are crucial to the success of the industry. According to research conducted in 2023 by the National Ski Areas Association, the median age of snowsports participants indicates a gradual aging trend, with the national median age being 36 years old. The lowest median age is in the Midwest at 25 years old, while the highest is 38 within the Rocky Mountain and Pacific Southwest regions (National Ski Areas Association, 2023). Participants aged 17 years and under still make up a majority of national visits at 27.5%, emphasizing the importance for resorts to retain this market. The gender breakdown in the 2022/2023 season was 60% male and 40% female, and within the female demographic, they represent 60% of beginner ski visits. Guests are asked to self-identify their race and/or ethnicity but have the option to select more than one. White made up the majority at 88.1%, with Asian/Pacific Islander and Hispanic or Latino following closely at 6.6% and 5.6% respectively. Black or African American and other races both stood at 1.5%, with Native American or Native Alaskan having the smallest participation at 0.8%.

The industry is undergoing a change in its demographics though, in which baby boomers are aging out, there is some stagnation in growth from millennials, and companies are ultimately failing to recruit Gen Z to the mountain. Flexible ticket and equipment options, integration with smartphones and e-commerce, and incentives for first-time visitors are among some of the ways to recruit this generation. Gen Z are avid users of mobile devices and users of e-commerce, and appealing to them through new forms of selling this experience can be effective as well. Baby boomers had previously been the largest contributor to the industry due to their massive growth and loyalty through the 2000s, however, with age, their ability to ski has declined. It is more important than ever to appeal to younger generations, given that 70% of today's skiers and



snowboarders first started when they were 16 years old and under, and 96.6% of Gen Z has not yet skied or snowboarded (Accesso, 2021).

The appeal of multi-area, “all-you-can-eat ski buffett” has become irresistible, and most users suffer from hubris in that they believe they are going to ski 25 days in a season, but in actuality, it is more like 8-12 days (Amirault, 2021, p. 1). While skiers and snowboarders are after new experiences and flexibility of these passes, only a fraction use them in that way, with factors like jobs, limited cash flow, and other obligations limiting their abilities to gain the full benefits of them.

Consumers derive pleasure not just from an object’s value but also from the quality of the deal, otherwise referred to as the transactional utility. In the case of an Ikon pass or other passes for that matter, if a pass holder hits the break-even point, the transactional utility will be high, and users are more inclined to re-commit the following season.

## **Competitive Analysis**

### ***Vail Resorts & Epic Pass***

Vail Resorts is a public company headquartered in Colorado with an estimated 40,200 employees. In the US, the company has a notable market share in at least one industry: Ski & Snowboard Resorts, where they account for an estimated 29.1% of total industry revenue (Berdousis, 2023, p. 51). The company reported a net revenue of \$1.9 billion, with \$1.65 billion attributed to mountain and lodging services, representing a 4% increase over the \$1.57 billion reported in 2020. This translates to a net income of \$124.5 million, a slight increase over 2020’s \$109.1 million (Berdousis, 2023). The Industry profit for 2023 stood at \$223.9 million (Berdousis, 2023).

Vail Resorts Inc. is a luxury, destination-based travel company that owns and operates mountain resorts at iconic locations (MarketLine, 2023). These resorts include Breckenridge, Keystone, Vail, Beaver Creek, Park City, Heavenly, and many more. In addition, the company owns and operates destination resorts, luxury hotels, condominiums, and resort golf courses, as well as services such as ski school, and retail, dining, and rental operations. The largest source of Mountain segment revenue is generated from the sale of lift tickets (including pass products), which represented approximately 59%, 63%, and 53% of this segment’s net revenue for Fiscal 2022, 2021, and 2020, respectively (MarketLine, 2023). Lift revenue is driven by volume and pricing, the latter being impacted by both absolute pricing as well as the demographic mix of guests (MarketLine, 2023). The demographic mix of guests that visit their North American Resorts is divided into 2 categories: out-of-state and international (“Destination”) guests, and in-state and local (“Local”) guests. For the 2021/2022 North American ski season, Destination guests made up 58% of the North American destination mountain resort ski visits, while Local guests made up roughly 42% (MarketLine, 2023). Pass products come in a range of offerings allowing access to one or a combination of their Resorts for a specified number of days. The Epic Pass is their most popular in providing unlimited and unrestricted access to all of their Resorts. The Epic Day Pass is customizable from one to seven days which can be pre-purchased

before the season and is geared towards those who expect to ski a certain number of days in a season. Pass products are essential in developing a loyal base of consumers who are committed to their resorts prior to the season and typically ski more days than non-pass purchasers. Vail also has entered into numerous strategic alliances to provide access to more resorts outside of their company umbrella — in the 2022/2023 season these alliances included resorts such as Telluride in Colorado as well as many others in Japan, Canada, France, Switzerland, Italy, and Austria (MarketLine, 2022). Vail benefits from their pass program by generating additional ancillary spending and providing an advanced cash flow, given that they are predominantly sold before the start of the season.

The Epic Pass has significant variety in its product offerings, with discounts for various relations to the military — veteran, dependent, active, etc. —, youth, and college students. The top tier option is the Epic Pass priced at \$982 for adults and \$501 for kids, which includes unlimited access to plenty of resorts as well as ranges of five to seven days at their alliance resorts. The Epic Local Pass is relatively the same at a cheaper price point — \$731 for adults, \$591 for teens, and \$380 for kids — but does exclude peak dates and has a limited offering on their alliance resorts. As previously mentioned the Epic Day Pass is essentially the same as a lift ticket but provides flexibility when it is used. The offerings range from one to seven days at all 38 resorts excluding peak dates, and range from \$110-\$648 for adults and \$57-\$337 for kids. Prices can vary depending on upgrades to include peak dates or for fewer resorts to be included. Lastly, Vail offers Local Passes to specific regions, clusters of mountains, or specific resorts at an affordable price.

Epic Pass provides a number of benefits as well to pass holders. Individuals can save 20% off food at select on-mountain locations, receive an exclusive 20% resort lodging discount, and save 20% off group ski or snowboarding lessons. Passholders can take 20% off ski and snowboard rentals at dozens of locations, and get 50% off a tune-up and one free wax a year at select locations. Buddy Tickets, included with most season pass purchases and entitle pass holders to 10 Buddy Tickets that provide up to 45% savings on a lift ticket, and Ski with a Friend Tickets — which are 6 discounted single-day lift tickets — are some of their best benefits.

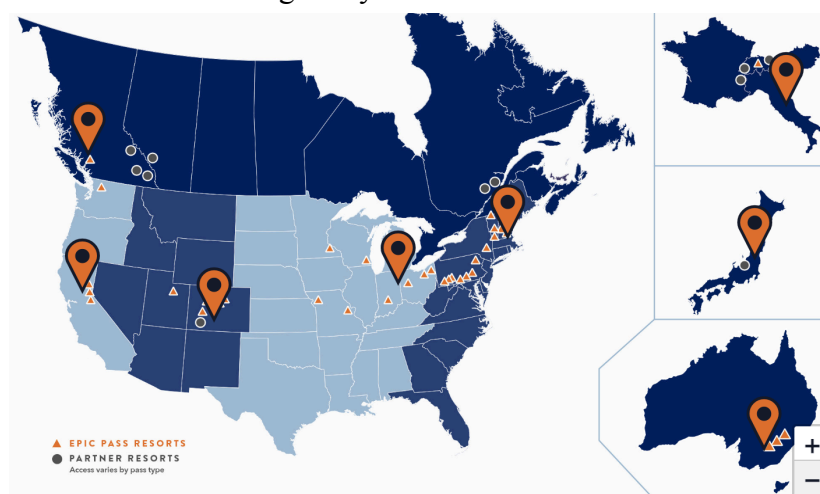


Image sourced from Epic Pass website (<https://www.epicpass.com/region/region-overview.aspx>)



Images sourced from Epic Pass website (<https://www.epicpass.com/region/other-international.aspx>)

### **Mountain Collective**

The Mountain Collective follows a similar business model to that of the Indy Pass, whilst also providing pass holders with access to several name-brand resorts, such as Jackson Hole, Aspen, Alta, Big Sky, Chamonix, and more. These respective resorts give a competitive advantage to Mountain Collective, as many of these resorts can also be found on the Ikon Pass, but at a much steeper price point. The Pass is set at \$605 for adults, \$485 for teens, and \$205 for kids. Passholders gain access to 25 dream destinations across 5 continents, with 5 days at each resort, totaling 50 days in a season. The Mountain Collective also offers a bonus third day at one resort and 50% off additional days (applicable only to single-day lift tickets). An additional benefit is the discounts that can be redeemed by pass holders at select resort lodging locations. While Mountain Collective's offerings seem streamlined and straightforward, they also implement price increases when a limited number of passes are sold, as do many other companies.

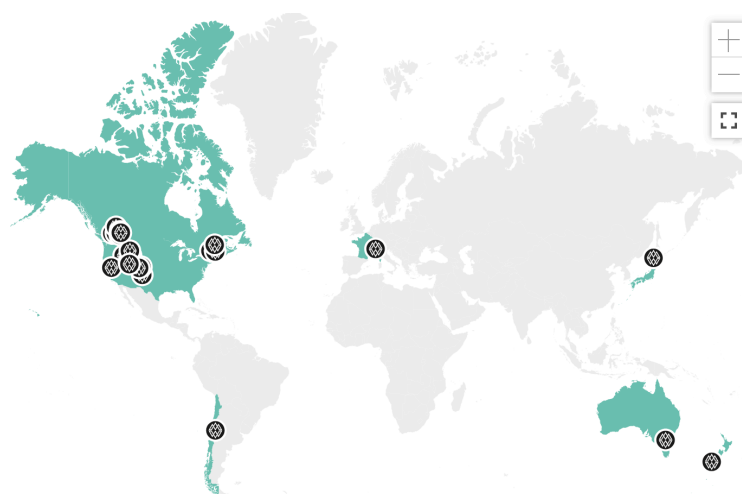


Image sourced from Mountain Collective website (<https://mountaincollective.com/#>)

### *Indy Pass*

The Indy Pass was founded by Doug Fish and is an unconventional alliance of small, independent resorts that has unexpectedly become a popular pass amongst skiers and snowboarders. This pass entitles holders to ski for two days at each of more than 180 smaller resorts across North America, Europe, and Japan. When launched in 2019, the pass initially was priced at \$199 for adults and \$99 for kids. Doug self-proclaims to be “kind of the opposite of Vail.” As opposed to the typical consumer market for Ikon or Epic Passes, the Indy Pass “is aimed at skiers who are [not] interested in racking up 30-day seasons at ultra-expensive, big-name resorts like Vail or Deer Valley” (Gifford, 2024). It generally is to reach those who simply want to have fun on a relatively smaller or less crowded mountain. COVID-19 winter of 2020-21 proved to be a pivotal point to its success. Big resorts got maxed out and were victims to long lift lines and miles-long traffic jams, meaning many individuals sought out these smaller resorts. Pass sales grew exponentially and more resorts joined their alliance. The current prices for the Indy+ Pass are \$379 for adults and \$189 for kids, while the Indy Base Pass is a slightly cheaper option set at \$279 for adults and \$149 for kids, the only caveat to the latter is that blackout dates apply. Indy pays out 85% of what it takes in back to the resorts, using the remaining for overhead expenses such as credit card fees, staffing, customer service, etc. However, given its commitment to never put promotion ahead of preservation, Indy Pass limited pass sales for this current season, in addition to a few other changes such as offering a \$10 physical RFID pass to speed up the redemption process (LaConte, 2023). The Indy Pass stands as the most affordable alternative to the previously mentioned passes.



*Image sourced from Ski the World website*

*(<https://skitheworld.com/2023/10/indy-pass-adds-over-50-resorts/>)*

## Primary Research

To gain a better understanding of Alterra Mountain Company's Ikon Pass and its potential target market, the following primary research was conducted. This research includes results from a 20-question survey regarding ski and snowboarding habits and preferences, as well as general demographic questions. The survey was distributed through Qualtrics and distributed via group messages and social media platforms. A total of 58 responses were obtained. The survey can be accessed through the following link ([Qualtrics Survey on Ikon Pass](#)).

Disclaimer: The survey was voluntary to complete, and did not include any incentivizing, meaning it was not conducted through random sampling. Additionally, the sample size of the survey is rather small which increases the likelihood of error in the results and may not be representative. If I were to conduct this survey again, I would have those that fall under the market segment be the only participants to verify the significance of this data. See *Appendix B* for notes on Focus Group questions.

## Respondent Breakdown

<b>Gender</b> <ul style="list-style-type: none"> <li>• 36.84% are Male</li> <li>• 63.16% are Female</li> </ul>	<b>Education Level</b> <ul style="list-style-type: none"> <li>• 3.45% High School Graduate</li> <li>• 43.10% Some College</li> <li>• 1.72% 2-Year Degree</li> <li>• 34.48% 4-Year Degree</li> <li>• 13.79 Professional Degree</li> <li>• 3.45% Doctorate</li> </ul>
<b>Age</b> <ul style="list-style-type: none"> <li>• 62.07% are 18-24</li> <li>• 12.07% are 25-34</li> <li>• 10.34% are 35-44</li> <li>• 5.17% are 45-54</li> <li>• 5.17% are 55-64</li> <li>• 3.45% are 65-74</li> <li>• 1.72% are 75-84</li> </ul>	<b>Total Annual Household Income</b> <ul style="list-style-type: none"> <li>• 26.79% earn under \$25,000</li> <li>• 10.71% earn \$25,000 - \$49,000</li> <li>• 7.14% earn \$50,000 - \$74,999</li> <li>• 14.29% earn \$75,000 - \$99,000</li> <li>• 10.71% earn \$100,000 - \$149,000</li> <li>• 7.14% earn \$150,000 - \$199,999</li> <li>• 1.79% earn \$200,000 - \$249,999</li> <li>• 21.43% earn \$250,000 and above</li> </ul>
<b>Ethnicity / Race</b> <ul style="list-style-type: none"> <li>• 68.97% White</li> <li>• 1.72% Black or African American</li> <li>• 1.72% American Indian or Alaska Native</li> <li>• 18.97% Asian</li> <li>• 1.72% Native Hawaiian or Pacific Islander</li> <li>• 6.90% Other</li> </ul>	<b>Occupation</b> <ul style="list-style-type: none"> <li>• 36.21% Employed Full-Time</li> <li>• 17.24% Employed Part-Time</li> <li>• 1.72% Unemployed Looking for Work</li> <li>• 6.90% Retired</li> <li>• 37.93% Student</li> </ul>

### ***Notable Survey Findings***

The 58 responses provide further insight into consumers' behavior and attitudes towards the skiing and snowboarding industry. Of the total respondents, 17.24% have purchased an Ikon Pass before, with 13.79% having been a repeat customer. A significant portion of respondents were unfamiliar with the Ikon Pass altogether, 31.03%, while the remaining 51.72% had never purchased it. It is important to note though that while 51.72% have not purchased an Ikon Pass before, 25.86% are considering purchasing it.

Concerning participation in snow activities (skiing or snowboarding) in general, the majority of respondents participate more often than not, with 63.8% participating in a range from occasionally to always. The remaining 36.21% of respondents range from either never or rarely participating. Participants were asked to choose from many factors that influenced their decision to choose a ski resort or destination, and cost was chosen by the majority. It is important to note that for this question participants could select more than one factor. The cost was seen as the most influential factor, having been selected by 27.48%, with snow conditions and proximity closely following with 25.19% and 22.90% respectively.

While many passes like the Ikon or Epic boast many perks as a means of incentivizing purchases, responses seem to be rather varied on the importance of these additional benefits towards their purchase of an Ikon Pass. While a majority (79.32%) did claim to have some importance, from slightly to extremely important, 20.69% still said it is not at all important to them.

Secondary research shows that domestic travel and leisure time are external factors that drive participation and revenue in the industry. All participants travel to some degree throughout the year, with 31.03% traveling 2-3 times a year, and 22.41% traveling 4-6 times a year, indicative of leisure time. There was a portion of respondents, 12.07%, who do not participate in winter sports at all. However, when asked if they would want to, 16.98% said yes, 13.21% said maybe, and 1.89% said no, meaning that there is potential for growth in the untapped market of those who do not participate.

When asked about how participants' favorite ski resorts make them feel, the following findings were received:

The following are direct quotes (responses cut down based on similarity)

- Relaxed
- Tired
- Happy
- Exhilarated
- I love it because it is easy for families
- Nostalgic
- Stoked
- Lucky
- Amazing
- Joyful
- Luxurious

- Relaxed
- Cozy
- Beautiful
- Familiar
- Safe
- Everything I want
- Low stress, and challenged by the terrain
- Playful
- Comfortable
- Accommodate
- Good
- Free
- Refreshed
- Welcoming
- Excited
- Well-known
- Amazing
- Nice
- Ethereal
- Comfy
- Thrilling

When participants were asked what is one main thing that would stop them from purchasing an Ikon Pass, the following were their responses:

The following are direct quotes (responses cut down based on similarity)

- Not having the time to use it
- Live in a resort town
- Do not know what it is
- Cost and availability to travel
- They do not have the resorts I need
- Lack of experience
- Price
- Difficulty finding reasonable seasonal rent
- Not using enough
- Unreasonable distance between locations
- Conditions
- I have an Epic Tahoe Local pass that is much cheaper and includes resorts that are easier to get to
- Blackout dates
- Health
- Access to travel
- Additional travel
- Do not like skiing
- Not having people to ski with
- Priority on vacationing

In order to better understand the barriers to purchasing an Ikon Pass, respondents were asked to choose from five options the one feature that would make them more likely to purchase a pass. The majority, 25.93%, said partnering with an airline for benefits/discounts. Following closely were more ski resorts and group packages (i.e., group rates), at 24.07% and 22.22%, respectively.

		Q2: How frequently do you engage in winter sports activities, such as skiing or snowboarding?					
		Total	Never A	Rarely B	Occasionally C	Frequently D	Always E
Q3: Have you ever purchased an Ikon Pass before?	Total Count (Answering)	57.0	10.0	11.0	22.0	10.0	4.0
	Missing Count	0.0	0.0	0.0	0.0	0.0	0.0
	Yes, I am a repeat customer	7.0 12.3%	0.0 0.0%	0.0 0.0%	2.0 9.1%	4.0 40.0%	1.0 25.0%
	Yes, but it is my first time	2.0 3.5%	0.0 0.0%	0.0 0.0%	2.0 9.1%	0.0 0.0%	0.0 0.0%
	No, but I am considering it	15.0 26.3%	0.0 0.0%	3.0 27.3%	7.0 31.8%	2.0 20.0%	3.0 75.0%
	No, and I am not interested	15.0 26.3%	2.0 20.0%	3.0 27.3%	6.0 27.3%	4.0 40.0%	0.0 0.0%
	I am not familiar with the Ikon Pass	18.0 31.6%	8.0 80.0%	5.0 45.5%	5.0 22.7%	0.0 0.0%	0.0 0.0%
			C, D, E	D			
	Total Count (All)	57.0	10.0	11.0	22.0	10.0	4.0
	Yes, I am a repeat customer	7.0 12.3%	0.0 0.0%	0.0 0.0%	2.0 9.1%	4.0 40.0%	1.0 25.0%
	Yes, but it is my first time	2.0 3.5%	0.0 0.0%	0.0 0.0%	2.0 9.1%	0.0 0.0%	0.0 0.0%
	No, but I am considering it	15.0 26.3%	0.0 0.0%	3.0 27.3%	7.0 31.8%	2.0 20.0%	3.0 75.0%
	No, and I am not interested	15.0 26.3%	2.0 20.0%	3.0 27.3%	6.0 27.3%	4.0 40.0%	0.0 0.0%
	I am not familiar with the Ikon Pass	18.0 31.6%	8.0 80.0%	5.0 45.5%	5.0 22.7%	0.0 0.0%	0.0 0.0%
			C, D, E	D			
Overall Stat Test of Percentages		0.004859304435800841					

### Cross-Tab 1

*(How frequently do you engage in winter sports activities, such as skiing or snowboarding? x Have you ever purchased an Ikon Pass before?)*

Those who never or rarely participate in winter sports activities are unfamiliar with the Ikon Pass, 80% and 45.5% respectively. Whereas those who frequently participate are repeat customers, 40%. Lastly, occasional and always participants appear to be considering this purchase, with 31.8% and 75% respectively. Ultimately, this shows that brand awareness is key in tapping into these markets. Individuals who are new to the ski industry should become familiar with pass options like this as a way to enter into higher participation. This cross-tab also had an overall stat test of percentages that was under 0.01, meaning these variables are significant.



		Q9: How would you describe your skiing or snowboarding skill level? > Q10: If you said you do not participate in winter sports in the previous question, would you want to?																				
		Beginner				Intermediate				Advanced				Expert				I do not participate in winter sports				
		Total	Yes	Maybe	No	N/A	Yes	Maybe	No	N/A	Yes	Maybe	No	N/A	Yes	Maybe	No	N/A	Yes	Maybe	No	N/A
			A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
Q16: What is your age group?	Total Count (Answering)	53.0	3.0	2.0	0.0	5.0	0.0	1.0	0.0	12.0	1.0	1.0	0.0	13.0	3.0	0.0	0.0	5.0	2.0	3.0	1.0	1.0
	Missing Count	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Under 18	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	18 - 24	33.0	1.0	1.0	0.0	3.0	0.0	1.0	0.0	8.0	0.0	0.0	0.0	9.0	1.0	0.0	0.0	4.0	2.0	3.0	0.0	0.0
		61.1%	33.3%	50.0%	0.0%	60.0%	0.0%	100.0%	0.0%	66.7%	0.0%	0.0%	0.0%	69.2%	33.3%	0.0%	0.0%	80.0%	100.0%	100.0%	0.0%	0.0%
	25 - 34	7.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0
		13.0%	33.3%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	100.0%
	35 - 44	5.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
		11.1%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	7.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	45 - 54	3.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	D,H,L,P	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		5.6%	33.3%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	55 - 64	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	100.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	65 - 74	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	75 - 84	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
		1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
	85 or older	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Total Count (All)		53.0	3.0	2.0	0.0	5.0	0.0	1.0	0.0	12.0	1.0	1.0	0.0	13.0	3.0	0.0	0.0	5.0	2.0	3.0	1.0	1.0
Q16: What is your age group?	Under 18	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	18 - 24	33.0	1.0	1.0	0.0	3.0	0.0	1.0	0.0	8.0	0.0	0.0	0.0	9.0	1.0	0.0	0.0	4.0	2.0	3.0	0.0	0.0
		61.1%	33.3%	50.0%	0.0%	60.0%	0.0%	100.0%	0.0%	66.7%	0.0%	0.0%	0.0%	69.2%	33.3%	0.0%	0.0%	80.0%	100.0%	100.0%	0.0%	0.0%
	25 - 34	7.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0
		13.0%	33.3%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	100.0%
	35 - 44	5.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
		11.1%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	7.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	45 - 54	3.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	D,H,L,P	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		5.6%	33.3%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	55 - 64	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	100.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	65 - 74	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	75 - 84	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
		1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
	85 or older	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Overall Stat Test of Percentages		0.0018139979533980746																				

### Cross-Tab 2

(How would you describe your skiing or snowboard skill level & if you said you do not participate in winter sports in that question, would you want to? x What is your age group?)

This cross-tab is specifically to look at the far right area under the column "I do not participate in winter sports." Here it can be seen that 100% of the individuals who do not participate and are aged 18-24 years old would be open to trying these activities. Similarly, those who are aged 75-84 years old and do not participate, are unwilling to try it. This further emphasizes that the younger demographic is key to the success of this industry in that they are very relevant in which market segment should be targeted. This cross-tab also had an overall stat test of percentages that was under 0.01, meaning these variables are significant.

### Recommendations

My primary research is consistent with the primary markets identified in the industry analysis. My survey results show that the majority of individuals who participate in snow sports activities such as skiing or snowboarding fall under the 18-24 and 25-34 years old age ranges. Per NSAA, childhood and teen years serve as the primary gateway for skiers and snowboarders, meaning this demographic is more important than ever. Additionally, these age groups are more keen to spend more money on experiences over material goods. Research shows that Ikon has not necessarily capitalized on the total potential of these demographics; however, the success of the company is reliant on this given that the majority market segment of those aged above these

demographics are beginning to age out. Cost, location, distance between resorts, and leisure time appear to be the most prominent factors in a purchasing decision. I propose Alterra Mountain Company implement a nostalgia marketing campaign targeting 18-24-year-old skiers. By focusing solely on skiers, it allows for a more focused and impactful approach.

## Social Media Content Plan: Nostalgia Campaign

### Social Media Calendar



## SOCIAL MEDIA CONTENT PLAN: NOSTALGIA CAMPAIGN

MON	TUE	WED	THU	FRI	SAT	SUN
<b>Vintage Ski Photos Carousel</b> 01 #IconicSkiMoments #VintageSki 10AM	<b>Ski Fashion Evolution Video</b> 02 #SkiingInStyle #PeakStyle #SkiFashionRevival 2PM	<b>Instagram Story Poll</b> 03 About Favorite Ski Era 10AM	<b>Ski Resort Then vs. Now Picture Carousel</b> 04 #Transformation #SkiLodge 9AM	<b>Video Analysis of Classic Ski Films &amp; Impact on Ski Culture</b> 05 #WarrenMiller #OffPiste #SkiCulture 6PM	<b>Ski Trick Clips Performed by Legendary Skiers</b> 06 #OffPiste #SkiLegends #WarrenMiller 9AM	07
<b>Picture Carousel of Families Skiing Together through Generations</b> 08 #SkiingThroughEras 10AM	<b>Livestream Day at a Resort</b> 09 2PM	<b>Apres Ski Retro Picture Carousel</b> 10 #ApresSki 10AM	<b>Story: Share a Ski Trip Playlist</b> 11 #SkiPlaylistRetro #TimeTravel 9AM	<b>Classic Ski Film Watch Party</b> 12 #WarrenMiller #SkiClassics #SkiFilm 6PM	<b>Video Interviews with Ski Legends</b> 13 #SkiStories #SkiLegends #SkiCulture 9AM	14
<b>Retro, Nostalgic Ski Resort Posters/Pictures</b> 15 #RetroPoster #Aspen #StMoritz #VintageSkiPoster 10AM	<b>Ski Magazine Cover Recreation Collage Video</b> 16 #SkiMagazine #Outside #SkiCollage 2PM	<b>Picture Carousel: Discounts w/ Ikon Pass</b> 17 #Deals #Friends&Family #NorthFace 10AM	<b>Ikon Pass Story Q&amp;A</b> 18 9AM	<b>Ski Travel Vlogs</b> 19 #TravelVlog #SkiTrip 6PM	<b>Video Haul of Purchases Made w/ Ikon Pass Discounts</b> 20 9AM	21
<b>Pictures to Promote Ski School</b> 22 #SkiSchool #Beginners #LearnToSki 10AM	<b>Ski Gear Evolution Video</b> 23 #DecadesOnSkis #DecadesOfSkiing 2PM	<b>Pictures Recreating Retro Ski Outfits</b> 24 #SkiingInStyle #PeakStyle #SkiFashionRevival 10AM	<b>Ski Trick Thursday Picture Carousel</b> 25 #FresStyleFlashbacks #TrickTribute 9AM	<b>Podcast Reminiscing on Ski Resorts w/ Interview from Locals/Visitors</b> 26 #TakeMeBack #Reminiscing #SkiMemories 6PM	<b>Then &amp; Now Kids to Young Adults Skiing Video</b> 27 #ChildhoodSkiing #ThenAndNow 9AM	28
<b>More than Just Skiing: Socializing Picture Carousel</b> 29 #Community #SkiSocializing #GroupSkiing 10AM	<b>User Generated Video Testimonials of Having the Ikon Pass</b> 30 #SkiStories 2PM	<b>Collaboration w/ Ski Brands for Retro Apparel - Featured in Picture Carousel</b> 31 #SkiingInStyle #PeakStyle #SkiFashionRevival 10AM				

### Target Audience

The target audience is 18-24 year-old skiers. This demographic primarily seeks adventure, values experience over possessions, and is influenced by a desire to create lasting memories. The social media campaign will lean into nostalgia, while this demographic does not have decades of skiing nostalgia, are often influenced by the nostalgia of generations before them or the early experiences they had skiing as children. They are digital natives, accustomed to engaging, shareable, and visually captivating content. The campaign will aim to blend nostalgia

with the modern appeal of skiing adventures, focusing on creating moments that this demographic wishes to experience and share.

According to the American Psychological, 90% of Gen Z experienced psychological or physical symptoms as a result of stress in the last year. To mitigate that stress, Gen Z is looking for comfort, and with that, they have developed a preference for media related to the pre-social media era. It reminds them of a simple time.

### ***Instagram***

According to Hootsuite, the overall best time to post on Instagram is Monday, specifically between 9 am to noon (Kutuchief, et al, 2023). Other days that are effective include Wednesday and Thursday between 9 am and 1 pm. Morning to Mid-afternoon are effective times because many users seem to like that distraction as they are getting their day started. Additionally, this tends to garner the most engagement for brand accounts. This platform will be highly useful in reaching this demographic given that 30.8% of users fall under the 18-24-year-old age group, users in the U.S. on average spend 33.1 minutes per day on the platform, according to Sprout Social (Zote, 2024).

The posted content and assets for Instagram will primarily be pictures and stories, which can be executed through single posts, carousels, polls, and Q&As. This demographic wants engaging content, and as they can be easily distracted the intention is to have a lot of variety that falls under the nostalgia to sustain their attention. It is centered around highlighting fashion, gear, tricks, and memories of family skiing in these different eras to evoke nostalgia. Ikon's current Instagram account is heavily centered around "stoke," which can be intimidating to newcomers. This is why there are also elements beyond skiing that users can experience, such as the community of the ski culture, apres ski, and informational posts on the discounts available. Lastly, under the same idea of ikon's partnerships and discounts, they could collaborate with one of these brands to make limited edition, retro/nostalgic apparel inspired by the campaign.

Drafted Caption: "Calling all snow enthusiasts – let's rewind the clock and rediscover the joy of winter with the IKON Pass Nostalgia Edition! ❄️✨ From building snowmen to carving our first turns, every snowy memory holds a special place in our hearts. Join us as we embrace the nostalgia and create new winter memories that will last a lifetime. Don't just chase the powder – chase the feeling! #IKONPass #NostalgiaEdition #WinterMagic"

### ***TikTok***

According to Sprout Social, Tuesdays are the best day, specifically from 2 to 6 pm. According to Hootsuite, Saturdays at 9 am are also highly effective. Afternoons or leisure hours are when the highest engagements are on the platform. 18-24-year-olds have embraced TikTok as their top social platform, with the campaign's target audience being the largest age group of platform users, at 36.2% (Zote, 2024). The average amount of time spent per day is 53.8 minutes, meaning users dedicate significant portions of their day to the platform. Out of all networks, TikTok boasts the highest average time spent per day.

Tiktok will be used to create short-form video content that will primarily focus on the aesthetics of the ski culture and ski film industry with an ode to legendary skiers throughout the past decades. The videos will also show compilations of how the industry has changed, in terms of fashion and style to gear as well, but in the video format will be more engaging. This platform also allows for interactive content, such as livestreaming a day at a ski resort, and user-generated video testimonials of what it is like to have an ikon pass. Lastly, to lean into the idea that skiing is an activity anyone can have fun doing and add a realistic and relatable component to it, users can share hauls of purchases they made with the discounts associated with the ikon pass, such as new goggles, outfits, gear, etc. Lastly, consumers can feel a sense of nostalgia when looking at photos from when they were young, and having a video reminiscent of those memories can be effective in garnering their attention.

Drafted Caption: “Remember the feeling of your first ski trip? 🏂✨ Let's bring back those nostalgic vibes with the IKON Pass Nostalgia Edition! From carving through fresh powder to warming up by the fire, every moment is a trip down memory lane. Join the nostalgia ride and rediscover the magic of winter with us! #IKONPass #Nostalgia #WinterMemories”

### ***YouTube***

The overall best time to post on YouTube is 6 pm on Friday, according to HubSpot. Longer videos are more common on this platform, which means it requires longer periods of free time, which is why engagement spikes later in the day and on weekends. YouTube has grown in popularity among Gen Z users, with an average time spent per day of 48.7 minutes (Zote, 2024). Most users still rely on YouTube primarily for entertainment rather than to find brands and products. YouTube is a platform that thrives on long-form content, where more content can be curated. Can provide entertainment related to skiing as well as insight into the historical elements of the ski industry and the nostalgia behind that.

For YouTube, the primary focus is to have a deeper dive into the ski culture and understand what it means to be a part of that community, as something bigger than just the activity. There is a strong ski film history, and it would be effective to analyze how those films have impacted the ski culture. After consumers have more insight into that history, they will be more appreciative when there is a classic ski film watch party. This demographic is highly drawn to experiences, and it is important to appeal to them by showcasing the ikon pass as a means to make new experiences and explore the world. This can be highlighted through a travel vlog to a ski destination, taking viewers along for the ride. Lastly, there will be a podcast, which can continue to be something regularly ongoing in later months featuring guest speakers (Locals & Visitors) reminiscing on their favorite ski memories and resorts.

Drafted Title: Rediscover the Magic of Winter with the IKON Pass | Nostalgia Edition"  
Description: "Take a trip down memory lane with the IKON Pass Nostalgia Edition! ❄️✨ Join us as we reminisce on the snow-filled adventures of our youth and celebrate the timeless joy of skiing and riding. From snowy days with friends to cozy lodge nights, let's relive the magic of winter together. Watch our latest video to unlock the nostalgia and discover why the IKON Pass

is more than just a ticket – it's a journey back to simpler times. #IKONPass #NostalgiaEdition #WinterMagic”

### Digital Media Budget

Budget Category (type/description)	In House Expense (fixed/percent)	Outsource Expense (fixed/percent)	Total Category (fixed/percent)
<b>Content Creation</b> Social Media CreationTeam   5 People	\$7,950/mo x 5 = \$39,750		<b>\$59,700</b> \$39,750
Podcast   Host	\$30/hr x 15 hrs = \$450		\$450
Podcast Production & Equipment   Agency		\$4,500/month	\$4,500
Videographers & Editor   2 People	\$7,500/mo x 2 = \$15,000		\$15,000
<b>Social Advertising</b> Instagram \$7.91 CPM (11 carousels) TikTok \$9.16 CPM (9 posts) YouTube \$3.47 CPM (4 posts)		\$7,910 x 11 = \$87,010 \$9,160 x 9 = \$82,440 \$6,940 x 4 = \$27,760	<b>\$197,210</b> \$87,010 \$82,440 \$27,760
<b>Social Engagement</b> Instagram, TikTok, & Youtube Livestream Story Polls + Q&As	\$40/hr x 50 hours = \$2,000 \$40/hr x 5 hours = \$200 \$40/hr x 10 hours = \$400		<b>\$2,600</b> \$2,000 \$200 \$400
<b>Software/Tools</b> Monitoring/Scheduling Reporting/Analytics Adobe Creative Cloud		\$400/mo \$750/mo \$60/month	<b>\$1,210</b> \$400 \$750 \$60
<b>Promotions</b> Co-branded Collaboration with Ski Brand <i>Arcteryx</i> for Retro/Nostalgic Products (10,000 limit)		\$350,000 (Average product price \$700 x 10,000 products x 5% for royalty rate)	<b>\$350,000</b> \$350,000
<b>Total</b>	<b>\$57,800</b>	<b>\$552,920</b>	<b>\$610,720</b>

The digital media budget is an estimated breakdown of all campaign-related expenses that include the following: content creation, social advertising, social engagement, software tools, and promotions. Each of these components is designed to complement one another, and to accomplish that must be synergetic across the coordination of graphic, video, visual content, and editing.

### ***Content Creation***

There will be a 5 person social media team in charge of creating content on an everyday basis, such as curating images for carousels, hashtags, editing pictures, graphics, and more. This will be an in-house expense, and each person on the team will cost \$7,950 per month, in line with industry averages for monthly content creation costs. This will be on a full-time basis, meaning roughly 40 hours are to be devoted per week. The podcast host will be employed in-house, while the production, editing, and uploading will be outsourced to a podcast production agency. According to Zip Recruiter, the average salary for a podcast manager comes to an hourly rate of \$29, which has been rounded up to \$30 for this campaign's media budget. The outsourced podcast production will be a \$4,500 expense. Top-tier podcast production ranges from \$3,000 to \$6,000 per month but typically includes episode production, post-production editing, pick-up recordings, podcast hosting services, thumbnail graphics, video podcasts, guest scheduling, and scripting. Lastly, video production is going to be an in-house expense, given the number of videos that are going to be produced for this campaign and that the activity relies heavily on video to market the service. A videographer costs \$90,000 per year, and equipment costs \$20,000 per year. This comes out to be a \$15,000 expense for 2 individuals on this team.

### ***Social Advertising***

Social advertising is going to be executed via the three main social media platforms, Instagram, TikTok, and YouTube, all of which have their respective CPMs. For Instagram and TikTok to achieve 1,000,000 impressions on an individual ad, would cost them \$87,010 and \$82,440, respectively. YouTube, having a relatively lower CPM of \$3.47, can reach double the amount for much less. For 2,000,000 impressions on YouTube, it would cost \$27,760.

### ***Social Engagement***

Social engagement refers to posting, commenting, responding, and interacting with accounts that engage with the brand's primary accounts, specifically for this campaign are Instagram, TikTok, and YouTube. This is to be an in-house expense, with the individual being paid at an hourly rate of \$40. This work would require 50 hours to be dedicated in a month, about 8-10 per week, totaling a \$2,000 expense. There is one LiveStream on TikTok which requires 5 hours to be dedicated to that creation and engagement. This individual will be paid at the same rate of \$40 per hour, coming to a total of \$200. Lastly, the Story Polls and Q&As require a bit more attention than the general engagement and will be paid a \$40 per hour rate for 10 hours in the month, coming to a total of \$400. This is a minimal monetary expense given the amount of content that is to be produced and shared.

### ***Software / Tools***

Software and tools account for minimal amounts of the budget. The primary expenses are scheduling services that cost an average of \$400 per month. The analysis tools typically cost

\$750 per month on the high end. Lastly, an Adobe Creative Cloud subscription will be necessary for content creation, which is a \$59.99 monthly expense.

### ***Promotions***

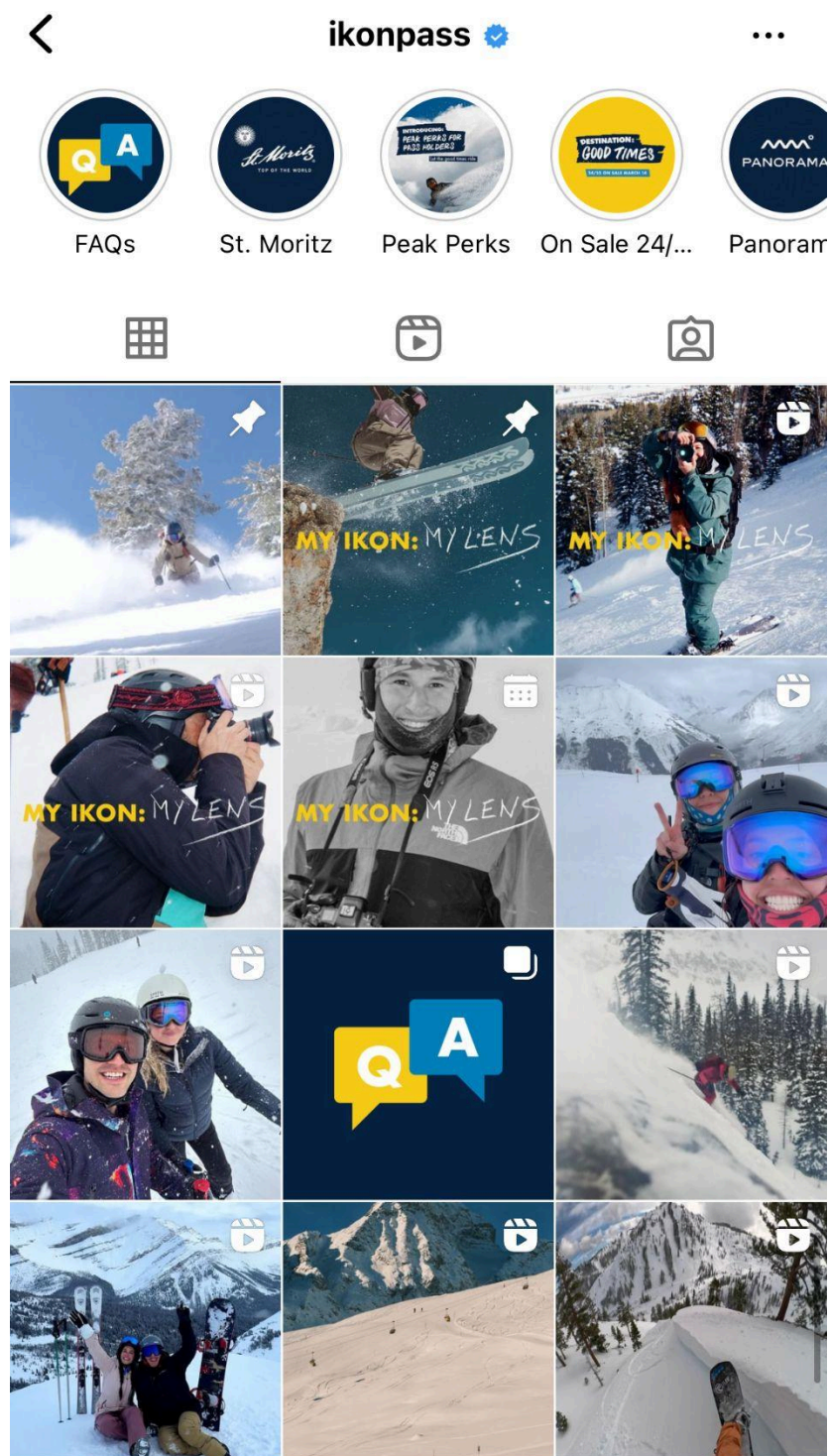
Lastly, the only promotional element of this campaign is a co-branded collaboration with a well-known ski brand to create co-branded retro/nostalgic apparel and products. This will be a limited edition line specially made for this campaign. The primary cost for this is the royalties and licensing fees given another brand is involved, which is why the majority of the budget is dedicated to this expense. Most brands pay 5-10% of retail price in royalty fees. A typical product costs \$700 retail from Arcteryx, the potential collaboration brand. Given there will be limited quantities made, 10,000, 5% of that total amount is the expense, which comes to be \$350,000.

### **IMC Collateral**

#### ***Collateral #1: Digital Advertising***

The Ikon Pass will use the following social media platforms to reach their defined target audience: Instagram, TikTok, and YouTube. This form of advertising is particularly relevant given the widespread use of technology and social media — 97% of Americans own a cellphone of some kind, and nine in ten own a smartphone. Within the 18-29 year old range, 99% own a cellphone and 97% own a smartphone, making digital advertising key to reaching this demographic (Pew Research Center, 2024). The overall theme and unified message across these ads is nostalgia. Each ad is designed to evoke feelings of nostalgia in the viewers. While collateral has only been designed for two of the three platforms, it gives a clear idea of the general aesthetic that will be consistent throughout the entirety of the campaign. These platforms are optimal for this campaign, given the high usage and preferences within the target audience — individuals aged 18-24 years old, particularly skiers. Additionally, all ads showcasing the actual snow sports are specifically geared towards skiers, to achieve a more holistic and consistent image directed towards this audience. The content within the ads is consistent with the scheduled posts detailed in the social media calendar. While the Ikon Pass has a somewhat strong presence on social media, with 139K followers on Instagram, and 51.1K on TikTok, there is much room for improvement. The current content largely attracts the die-hard skiers, those who try to rack up as many days in a year on the mountain, and in doing so can alienate much of this untapped market. Many individuals, as identified in the primary research, do not always see the real value in such a product, but in reality only a few days of skiing and it is already paid off. For these reasons, much of the content is to illustrate that an Ikon Pass is more than just a vehicle for skiing. This is why the nostalgia campaign complements the objectives so well, in reflecting on the simple times that were more carefree, stress-free, and truly centered around community and making shared memories.



*Current Ikon Pass Instagram*



*TikTok Ad #1 - Ski Magazine Cover Recreation*



The TikTok Ad is intended to be in short-form video format, where it shows the step-by-step of the “recreated” ski magazine cover being designed, per the content laid out in the media calendar.

Instagram Ad #1



*Instagram Ad #2*



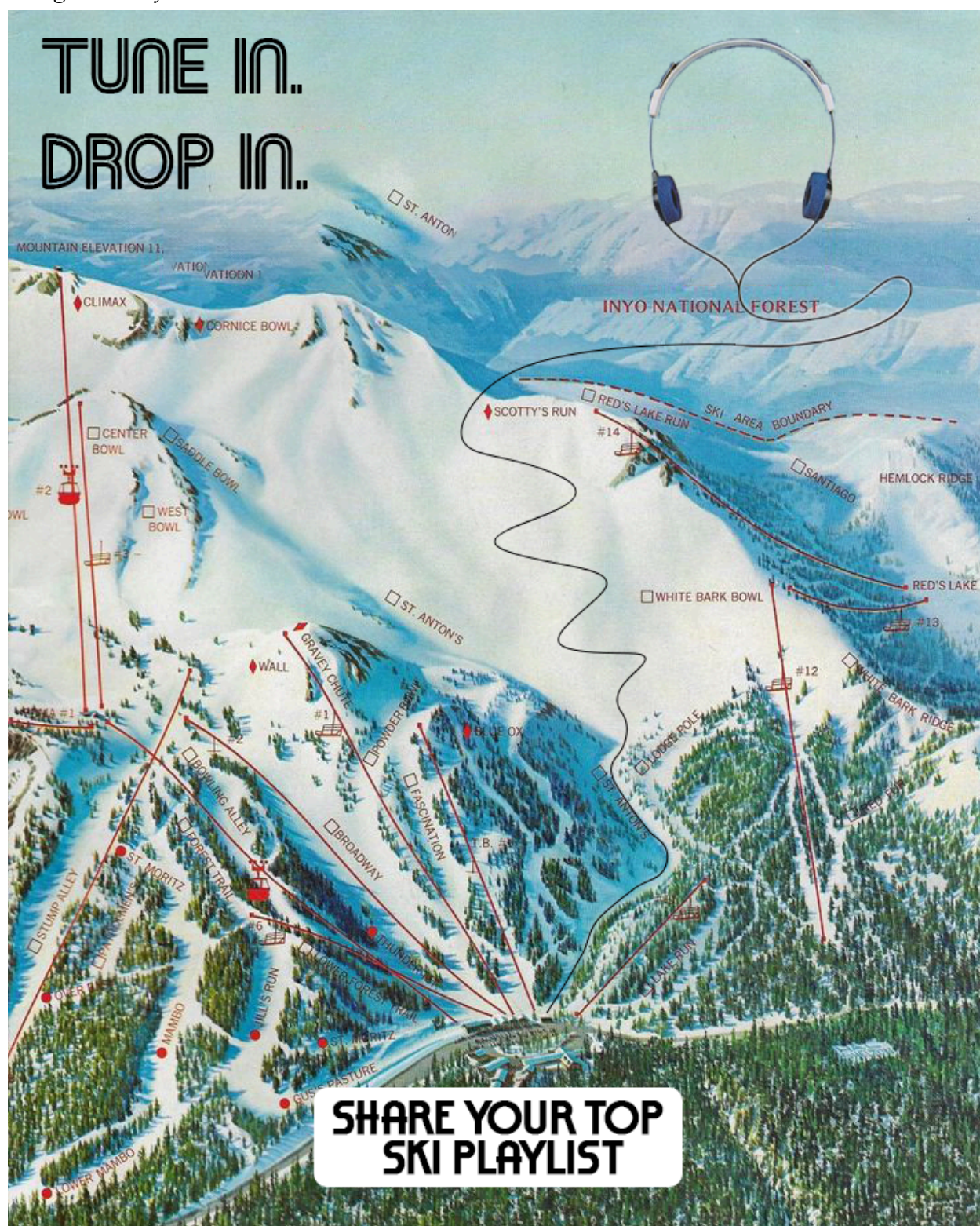


Instagram Ad #3





Instagram Story Post





*Collateral #2: Out of Home*  
*Magazine Ad #1*



***Potential Channels***

For both Ski Magazine and Outside, the average ages are 46 and 40, respectively. While the majority of the current audience is not our target audience of 18-24-year-olds, this ad perfectly appeals to that older age demographic in addition to the younger demographics that make up its viewership/readership given its content. The copy “Start ‘em Young” with a

nostalgic photo can tug at the heartstrings of the older generations to get their kids on the slopes, while also reminding younger demographics of their early days when they first learned to ski.

### *Ski Magazine*

Ski Magazine has a high readership, with an audience of 1,518,000. Online, the average monthly page views total 1,680,000 with unique visitors making up 618,720. Of its audience, 97% are aged 21+ years old, and readers of this magazine are 64% more likely to be ultra-active. This channel embraces skiers of all attitudes and abilities, intending to forego the arrogance that can be commonly seen in other forms of advertising for the activity. It deals with trends, the best gear, expert instruction, and expert advice on mountain destinations, making it the perfect place for IKON to reach its audience, given that the goal of this objective is very similar in trying to eliminate arrogance.

### *Outside*

Outside, both a print and digital publication, focuses on an active lifestyle, with topics running from adventure, sports, travel, personalities, health and fitness, gear, literature, and photography of the outside world. The total paid & verified distribution is 835,654 readers with a guaranteed circulation of 675,000. According to MRI Simmons, there are 2,851,000 adults within its audience, the majority of whom are men. Outside is already partnered with the Ikon Pass, which makes this an effective option to promote the brand.

## **Executive Summary**

The ski resort industry is shaped by various environmental trends — economic, sociocultural, technological, natural, and regulatory. Economic factors like increased expenditure on skiing and snowboarding are indicative of growth opportunities for the industry, while sociocultural shifts, such as a rise in domestic travel, drive revenue growth. Technological advancements, including real-time information systems and AI applications, enhance the snow sports activities experience, but natural trends like climate change and reduced snowfall threaten industry sustainability. Additionally, regulatory compliances, particularly concerning public lands and environmental regulations, prove to be challenging for expansion and operations for companies like Alterra Mountain Company and the industry's ski resorts.

Within this competitive environment, major players like Vail Resorts with its Epic Pass, Mountain Collective, and Indy Pass vie for market share. Vail Resorts dominates given its longstanding history within the industry as well as its diverse portfolio of luxury ski resorts and comprehensive pass options, while Mountain Collective and Indy Pass offer alternatives appealing to different market segments at a much more affordable price. To navigate this competitive landscape and gain a sustainable competitive advantage, Alterra must leverage nostalgia marketing to differentiate the Ikon Pass. By targeting the 18-24-year-old demographic and tapping into skiers' emotional connections with the activity, Alterra can position the Ikon

Pass as more than just a ticket to resorts but as a way to create cherished memories and experiences, to drive sales and foster long-term loyalty with this demographic full of potential.



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## Appendix

### Appendix A:



SEASON	Northeast	Southeast	Midwest	Rocky Mtn.	Pacific Southwest	Pacific Northwest	Pacific West (total)	National Total	National Rank
2022/23	13,238	4,286	6,520	28,174	8,527	4,642	13,169	65,387	1
2021/22	12,666	4,405	6,816	25,250	7,407	4,150	11,557	60,695	2
2020/21	12,252	5,235	7,098	22,638	7,238	4,544	11,781	59,004	7
2019/20	11,488	3,835	6,396	20,107	5,959	3,294	9,253	51,079	35
2018/19	12,514	4,262	6,498	24,408	7,585	4,075	11,660	59,343	6
2017/18	11,987	4,161	6,257	20,792	6,227	3,850	10,081	53,273	27
2016/17	11,936	4,184	5,421	21,736	7,385	4,098	11,483	54,761	17
2015/16	9,346	3,957	5,516	22,287	7,480	4,206	11,686	52,792	28
2014/15	13,332	5,673	6,982	20,768	4,822	2,000	6,823	53,578	25
2013/14	13,386	5,769	7,695	21,100	5,154	3,387	8,541	56,491	15
2013/14	13,334	5,155	7,273	19,800	7,140	4,202	11,342	56,904	13
2011/12	11,021	4,405	6,382	19,130	6,066	3,962	10,028	50,966	36
2010/11	13,887	5,789	7,811	20,900	8,111	4,042	12,153	60,540	3
2009/10	13,411	6,016	7,718	20,378	8,411	3,853	12,264	59,787	5
2008/09	13,730	5,664	7,247	19,974	7,091	3,647	10,738	57,354	10
2007/08	14,261	5,204	8,099	21,324	7,617	3,998	11,615	60,502	4
2006/07	11,801	4,888	7,200	20,849	6,536	3,794	10,330	55,068	16
2006/07	12,505	5,839	7,787	20,717	7,916	4,133	12,049	58,897	8
2004/05	13,661	5,504	7,533	19,606	8,888	1,690	10,579	56,882	14
2003/04	12,892	5,588	7,773	18,868	8,033	3,912	11,946	57,067	12
2002/03	13,991	5,833	8,129	18,728	7,885	3,027	10,913	57,594	9
2001/02	12,188	4,994	6,980	18,123	7,947	4,179	12,126	54,411	19
2000/01	13,697	5,458	7,580	19,324	7,836	3,442	11,278	57,337	11
1999/00	12,025	5,191	6,422	18,109	6,651	3,800	10,451	52,198	31
1998/99	12,299	4,261	6,005	18,440	7,485	3,599	11,084	52,089	32
1997/98	12,712	4,343	6,707	19,191	7,918	3,251	11,169	54,122	20
1996/97	12,407	4,231	7,137	18,904	6,359	3,482	9,841	52,520	30
1995/96	13,825	5,693	7,284	18,148	6,012	3,022	9,034	53,983	22
1994/95	11,265	4,746	6,907	18,412	Not avail.	Not avail.	11,346	52,677	29
1993/94	13,718	5,808	7,364	17,503	Not avail.	Not avail.	10,244	54,637	18
1992/93	13,217	4,660	6,978	18,602	Not avail.	Not avail.	10,575	54,032	21
1991/92	12,252	4,425	6,535	17,687	Not avail.	Not avail.	9,936	50,835	37
1990/91	11,157	4,257	6,486	16,706	Not avail.	Not avail.	8,115	46,722	44
1989/90	13,299	4,447	6,915	16,048	Not avail.	Not avail.	9,311	50,020	41
1988/89	12,741	5,424	7,013	16,601	Not avail.	Not avail.	11,556	53,335	26
1987/88	14,421	5,885	6,783	16,564	Not avail.	Not avail.	10,255	53,908	23
1986/87	14,745	5,816	6,944	16,680	Not avail.	Not avail.	9,564	53,749	24
1985/86	12,836	5,218	7,201	16,869	Not avail.	Not avail.	9,797	51,921	33
1984/85	11,083	4,394	6,899	17,626	Not avail.	Not avail.	11,352	51,354	34
1983/84	12,087	5,175	6,961	16,801	Not avail.	Not avail.	9,606	50,630	39
1982/83	9,523	4,256	6,213	14,808	Not avail.	Not avail.	12,061	46,861	43
1981/82	11,467	5,064	7,846	15,337	Not avail.	Not avail.	11,004	50,718	38
1980/81	8,953	4,172	7,688	10,486	Not avail.	Not avail.	8,401	39,700	45
1979/80	8,655	4,230	8,682	17,160	Not avail.	Not avail.	9,473	48,200	42
1978/79	11,294	3,763	9,743	15,837	Not avail.	Not avail.	9,560	50,197	41

Note: Pacific West visits are segmented by sub region (Pacific Southwest and Pacific Northwest) from 1995/96 – the 2022/23 season. Pacific West visits are reported in aggregate total for 1978/79 – 1994/95 (sub regional breakdowns unavailable).

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[https://nsaa.org/webdocs/Media\\_Public/IndustryStats/historical\\_skier\\_visits\\_thru\\_22-23.pdf](https://nsaa.org/webdocs/Media_Public/IndustryStats/historical_skier_visits_thru_22-23.pdf)

### Appendix B

#### Focus Group Notes

#### 1. What comes to mind when you think about the Ikon brand?

Skiing, expensive, and access to a lot of mountains!

Skiing pass to access a bunch of resorts around the world without having to buy a pass at each one.

Per person non-transferable



Discounts on other things

**2. How would you describe the brand image of Ikon compared to other brands within the same industry?**

Honestly, I think of ikon and Epic as basically the same, they just grant you access to different mountains.

Ikon pass is more expensive than Epic

Access to more resorts; Epic is more for places like Vail and Tahoe.

**3. What sets Ikon apart from its competitors, such as the Epic Pass or purchasing directly from a ski resort?**

It's definitely best to purchase an ikon or epic pass if you plan on going skiing for at least a week. With ski passes being so expensive nowadays you can save a lot of money by purchasing an ikon or epic pass. I think when deciding between an ikon or epic pass it really comes down to which mountain you ski at most. For me, I ski deer valley the most which is an ikon pass mountain so that's the pass I went with! Some years if I'm going to ski on a mountain that has an epic pass I'll purchase the 5 day epic pass, but that just depends.

Bigger and more access

If you want to go to more places

Big skier or snowboarder and pays it off

Different offerings and wider range

Access to more than just one option, cheaper if you use it enough and can travel from place to place without having to pay every single time

**4. Can you recall any specific marketing campaigns or interactions that left a lasting impression on you in regard to the Ikon brand?**

The only thing I can think of is when you get shipped the pass you usually also get a sticker or something fun like that which is cute. It is almost like receiving a Coachella ticket since it comes in cool packaging.

Partner with universities and campus recreation

**5. Do you have any recent experience with the Ikon brand such as purchasing a pass, and if so, please describe that experience?**

Yes! I purchase an ikon pass almost every year. It is super easy to purchase an ikon pass since they send a lot of email reminders about price increases, etc!

**6. What factors are most influential in your purchasing decisions relating to winter sports activities?**

Whatever is most cost effective / I will get the most use out of it is how I decide on what to purchase.

Price

Location main thing

Accessibility

All of their gear is back home so they normally go to the same place back home

**7. What would make you more likely to purchase an Ikon Pass in the future?**

If they were even cheaper!!!

If I skied/snowboarded more

If they lived near a ski town

Epic bought pass for 2 days because she wasn't sure which days or which resort in Tahoe