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Challenge Presented by: **Lake Louise Ski Resort**

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THE CITY OF CALGARY

The City of Calgary is referred to as the “Gateway to the Rockies”.

Calgary sits in the sunny eastern foothills of Canada’s Rocky Mountains, where the Bow and Elbow rivers meet. It is the major urban center for the entire southern half of the province of Alberta, and is surrounded by an area of profound beauty with an unspoiled, resource-rich natural environment.

It is no surprise to Calgarians that their home has been ranked among Top 5 most liveable city in the world by The Economist Intelligence Unit every year between 2009 and 2018 (#4 in 2018).

The population density in Calgary is low, the quality of life is high, and housing abundant. Calgary’s population is young, well educated, entrepreneurial, community minded, generous and well paid.

As individuals, Calgarians are family-focused, recreation lovers, that are committed to a healthy work-life balance. As citizens, Calgarians are enthusiastic supporters of community organizations: there are more volunteers in Alberta than the national average.

The top priority of most Calgarians is sustaining the city’s superb quality of life. This means ensuring the economic, environmental, health and wellness, recreational, educational and social service advantages that Calgarians have today will be here in the future.

A few helpful Calgary websites:

Life in Calgary: www.lifeincalgary.ca/moving/calgary-facts

Tourism Calgary: www.visitcalgary.com

BANFF NATIONAL PARK

What makes Banff & Lake Louise special?

Set within the vast and powerful Canadian Rockies, nature here is overwhelming. It is wild and serene. Immense and intimate. It goes beyond a place that is simply experienced by visitors. It is a place that is lived, from the moment you arrive to the moment you leave and remaining with you long after. This is what makes it an unforgettable ski destination.

Here you'll enjoy the driest, lightest snow, terrain to suit every desire and amenities perfect for your taste and budget. Most importantly, it's all surrounded by unspoiled wilderness.

It is rare to find ski resorts in the middle of real wilderness, but we have three of them. Mt. Norquay, The Lake Louise Ski Resort and Banff Sunshine work hard to look after our stunning environment, and look after you.

When you get here, the lack of lift lines means your vacation is spent skiing, not waiting. And with one of the longest ski seasons in North America (mid-October through 3rd week of May), there's plenty of time to enjoy the majestic peaks, remote woodlands, roaming wildlife and fantastic snow.

Banff National Park website: www.pc.gc.ca/en/pn-np/ab/banff



LAKE LOUISE – BACKGROUND INFORMATION

Lake Louise, named Lake of the Little Fishes by the Stoney Nakota First Nations people, is a glacial lake within Banff National Park in Alberta, Canada. It is located 5 km west of the Hamlet of Lake Louise and the Trans-Canada Highway (Highway 1).

Lake Louise is named after the Princess Louise Caroline Alberta (1848–1939), the fourth daughter of Queen Victoria and the wife of the Marquess of Lorne, who was the Governor General of Canada from 1878 to 1883. The turquoise color of the water comes from rock flour carried into the lake by melt-water from the glaciers that overlook the lake. The lake has a surface of 0.8 km² and is drained through the 3 km long Louise Creek into the Bow River.

Fairmont's Chateau Lake Louise, one of Canada's grand railway hotels, is located on Lake Louise's eastern shore. It is a luxury resort hotel built in the early decades of the 20th century by the Canadian Pacific Railway. Banff and Lake Louise have a rich heritage as one of the world's most awe-inspiring mountain destinations. With easy access to pristine wilderness, endless outdoor adventures, and all the amenities you need. In Banff National Park you feel truly immersed in nature.

Administration of Lake Louise is delegated to the Superintendent of Parks Canada's Lake Louise, Kootenay and Yoho National Parks Field Office whose head offices are located at Lake Louise, Alberta.

Lake Louise is located almost 200 km (a two-hour drive) west from Calgary on the Trans-Canada Highway. Banff and the neighboring Kootenay, Yoho and Jasper National Parks are internationally renowned protected areas whose wildlife, alpine scenery, rivers, lakes and glaciers attract almost 5 million visitors annually.

Established in 1984, the Canadian Rocky Mountain Parks UNESCO World Heritage Site encompasses Banff, Kootenay, Jasper and Yoho National Parks as well as adjacent Mount Robson, Mount Assiniboine, and Humber Provincial Parks. Together these protected natural heritage parks encompass almost 2.3 million hectares.

Lake Louise is the highest-elevation permanent settlement in Canada. Banff is a 40-minute drive east of Lake Louise on the Trans-Canada Highway.

Lake Louise website: www.banfflakelouise.com



LAKE LOUISE SKI RESORT (LLSR)

Lake Louise is a geographical area that hosts the Lake and a very small town. Both share the same name of the geographical area.

Across the highway from the lake and the town is the Lake Louise Ski Resort (LLSR) (also sometimes referred to as Lake Louise Ski Area or LLSA).

LLSR is a family owned business and operates one of four long-standing and internationally recognized downhill ski areas located within Banff and Jasper National Parks. It is also a key summer attraction for visitors to Banff National Park.



LLSR has 4,200 skiable acres and 145 named runs (for beginners, intermediates, experts, and adventure seekers) spread across four mountain faces.

In summertime it offers a variety of outdoor activities. The Lake Louise Sightseeing Gondola & Wildlife Interpretive Centre offers a unique opportunity to ascend to one of the Canadian Rockies most incredible viewpoints. You can dine on delicious mountain inspired dishes while you're here and learn why we are the [home of the grizzly bear](#).

LLSR can handle 6,000 skiers per day. LLSR operates six hotels and lodges.

In 2018, LLSR was named "Canada's top ski resort" and qualified in the top three for "Best Overall Ski Resort in the World".

LLSR website: www.skilouise.com

LLSR Media Kit (this is a very informative document; please read it):

- <https://www.skilouise.com/support/pdf/Media-Kit-2018-2019.pdf>
- <https://www.skilouise.com/videos/lake-louise-sightseeing-gondola-videos-2019.php>

Goals and values

The LLSR is a family owned and operated business. Ownership and management believe passionately in honoring the natural environment and in the following organizational goals:

- Safeguarding key ecological resources and ecosystems in Banff National Park for all future generations;
- Contributing positively to assure healthy and whole local communities (As one of the largest employers in Banff National Park, and as local volunteers, leaders and philanthropists);
- Providing safe, fulfilling and engaging workplaces for young people starting out who require work experience; and meaningful career opportunities and professional development for employees, supervisors and managers of all stages of their careers;
- Contributing to and fostering sport development and outdoor and nature appreciation;
- Providing safe, high-quality sport, recreational and educational experiences for national park visitors in a setting that inspires visitors of all ages to appreciate Banff's natural environment and heritage;
- Providing high-quality tourism products and services and contributing positively to the local, regional and national economies;
- Advancing environmental education, and promoting the region's history, cultural, heritage, art and stories of this special area;
- Engaging regional community members, including Indigenous communities, to share the stories of their cultures, traditions, and values.



LLSR/LLSA Long Range Plan

“With a skilled management team and a large qualified group of environmental experts, scientists and ski industry planners, the Lake Louise Ski Area looks forward to sharing with key stakeholders a development plan framework that thoughtfully demonstrates complementary suites of environmental, visitor experience, heritage programming, economic, community and social welfare-related gains.”

Within 10 years, LLSA would like to expand their facilities (lodge and ski lifts) to nearly double the number of daily skiers (from 6,000 to 10,000) and increase their summer visit capacity from ____ to 1,000 visitors per day.

LLSA Long Range Plan: <https://lrp.skilouise.com/lrp>

SkiBig 3

SkiBig 3 is a joint venture company working on behalf of three ski resorts in Banff National Park: Banff Sunshine, the Lake Louise Ski Resort, and Mt. Norquay. SkiBig3 is dedicated to showcasing everything this winter destination has to offer.

SkiBig3 has one simple goal – to make the organizing and booking of winter ski vacations to Banff and Lake Louise as easy and stress free as possible. They are a dedicated and hardworking team who share a love of snow and winter sports and strive to share the secrets and adventures this winter wonderland has to offer.

With a SkiBig3 Lift Ticket, rental services, award-winning snow school and full-service vacation booking capabilities, you can easily build the perfect winter ski vacation.

SkiBig3 Website: <https://us.skibig3.com/about-ski-big-three/>

SkiBig3Overview (slides): <https://bit.ly/2I4eMmJ>

Ikon Season Pass

The Ikon Pass is your opportunity to access unique terrain at 39 of the most iconic winter destinations around the world, join a like-minded community, and seek out new adventures as you explore all that the mountains have to offer. The Ikon season pass costs US \$699 per year.



Locations

- Copper Mountain Resort, CO
- Eldora Mountain Resort, CO
- Steamboat, CO
- Winter Park Resort, CO
- Big Bear Mountain Resort, CA
- June Mountain, CA
- Mammoth Mountain, CA
- Squaw Valley Alpine Meadows, CA
- Solitude Mountain Resort, UT
- Stratton, VT
- Crystal Mountain Resort, WA
- Snowshoe, WV
- Blue Mountain, ON, Canada
- Tremblant, QC, Canada
- Jackson Hole Mountain Resort, WY
- Big Sky Resort, MT
- The Summit at Snoqualmie, WA
- Brighton, UT
- Deer Valley Resort, UT
- Taos, NM
- Killington Resort, VT
- Sugarbush Resort, VT
- Boyne Highlands, MI
- Boyne Mountain, MI
- Sunday River, ME
- Sugarloaf, ME
- Loon Mountain, NH
- Revelstoke Mountain Resort, BC, Canada
- Cypress, BC, Canada
- Mt Buller, Victoria, Australia
- Thredbo, NSW, Australia
- Niseko United, Hokkaido, Japan
- Valle Nevado, Chile



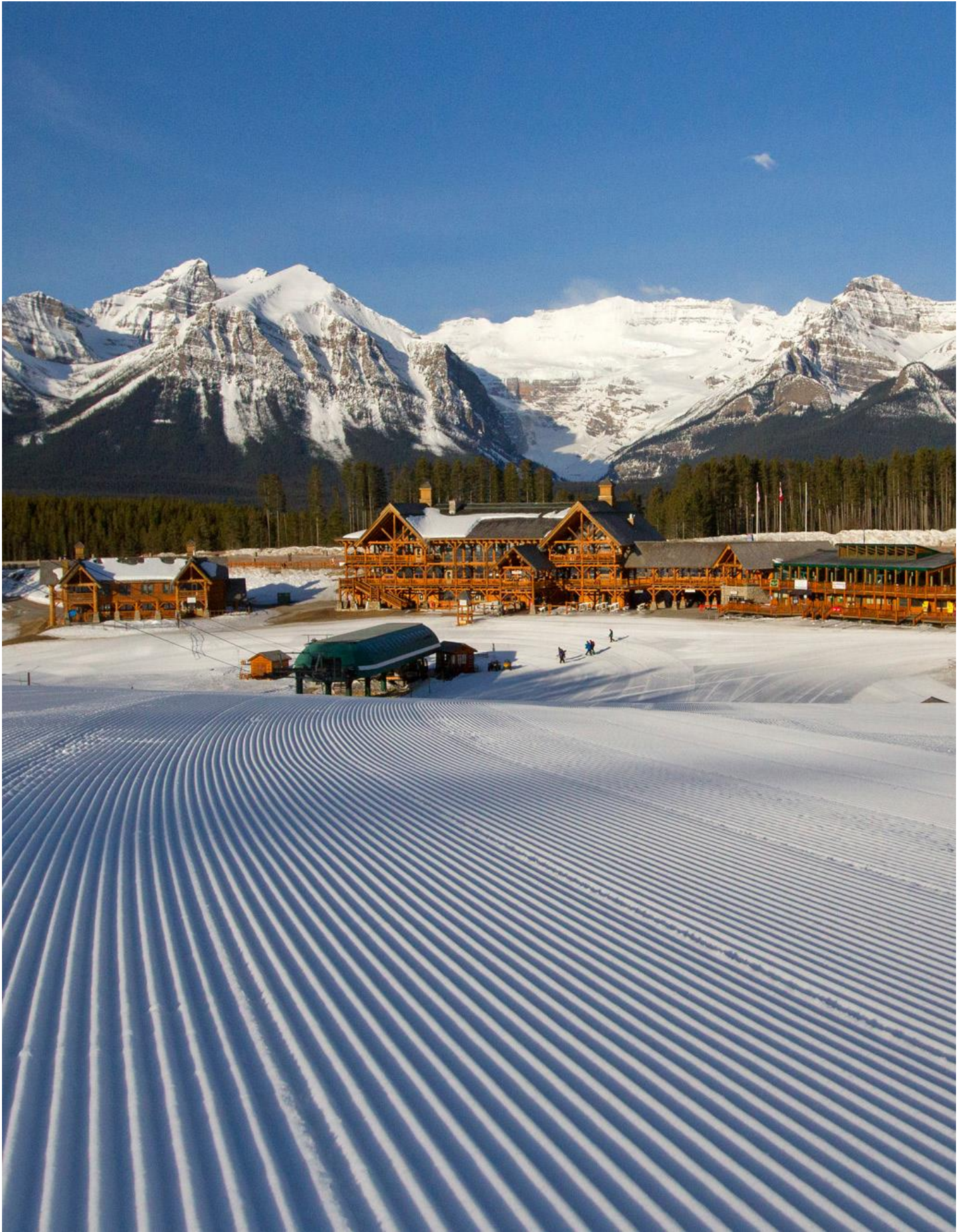
SkiBig3, AB, Canada: Banff Sunshine, Lake Louise, Mt. Norquay

Aspen, CO: Aspen Mountain, Snowmass, Aspen Highlands, Buttermilk

Alta Snowbird, UT: Alta Ski Area, Snowbird

New Zealand: Coronet Peak, The Remarkables, Mt Hutt

Ikon pass website: <https://us.skibig3.com/ikon-pass/>



LAKE LOUISE SKI RESORT (LLSR) – STUDENT CHALLENGE

Lake Louise Ski Resort (LLSR) is primarily a ski resort with food and lodging accommodations. However, they do offer many other activities in both the winter and summer. For example, some of their winter and summer activities are reviewed here:

Winter: <https://www.skilouise.com/the-mountain/about-lake-louise.php>

Summer: <https://www.skilouise.com/activities-and-events/summer-sightseeing-gondola.php>

Ski attendance has been flat over the past several years.

Their typical skier is a “baby boomer” (age 55 years and older), a white male, college educated, and middle-class income level. For this population, health problems and old age will limit future growth.

An interesting trend has been that while the total number of skiers has not grown, the number of ski trips per skier has increased. We think novel promotions like the Ikon pass has contributed to this trend.

April is the slowest month of the ski season. Once the Easter season ends, many people believe the ski season is over.

Currently, the majority of LLSR customers are from Canada and the US. In addition, they draw customers from the UK, Germany, Netherlands, and (to a lesser extent) Australia.

Changes in foreign exchange rates can have an impact on LLSR’s business. When the Canadian dollar weakens, this makes a Canadian ski trip cheaper for US and European customers. It is not unusual for LLSR employees to check daily exchange rates.

Another interesting trend is how customers book their trips. In the past, tour operators and charter companies would book most of the ski customers. Today, more skiers book their own trips directly with the ski resort using their smartphone and social media tools.

LLSR’s main North American competitors are:

- Jackson Hole
- Wyoming
- Big Sky
- Montana
- Whistler
- British Columbia
- Canada,
- Vail
- Colorado

In Europe, they compete with many famous ski resorts.

Currently, LLSR is not operating at full capacity. In addition, over the next 10 years they plan to double the capacity of their ski and lodging facilities.

Your **challenge** is to develop **a strategy that will allow LLSR to significantly increase their winter business.**

We encourage you to be creative, think outside the box, and look for innovative ways to increase their winter business. Think about potentially untapped markets and unique ways to market the “product” (a ski resort located in historic National Park).

No idea is a bad idea and we encourage “wild and crazy” ideas.

A few potential thought-provoking areas to consider:

- Existing ski customers
- First time skiers
- Non-traditional ski customers
- Families
- More diverse groups (e.g. age, race, education, religion, income level)
- Younger people (social and environmental conscious)
- Existing geographic areas
- New geographic areas
- Partnerships with others (airlines, tour companies, tourist development agencies, non-traditional partnerships, corporations, other innovative arrangements)
- Ski related activities
- Spa and thermal parks
- Non-ski winter sports
- Nature and Wild life watching
- Hiking and Camping tours
- Cultural events and conferences
- Environmental events and conferences
- Educational events and conferences
- Prices and their impact on demand
- Novel payment methods
- Use the diversity, knowledge, experiences, and creativity of your teammates to develop unique ideas

For more information, see [Kottke National End of \(Ski\) Season Survey 2017/2018](#)

This document contains comprehensive information on the latest skiing trends and statistics) : (see attached report.



SUGGESTED SCHEDULE

June 10: Develop a Team Charter that specifies how your team will operate, the roles and responsibilities of the team members, expected time investment, performance expectations and what happens if a team member is underperforming.

- June 15: Initial brainstorming, exchange of ideas; all ideas are considered.
- June 20: Select the best ideas around which the team will be developing their strategy.
- June 24: Webinars with the company management. Your opportunity to learn more, ask questions, get feedback.
- June 30: Share the initial work and input from each team member.
- July 10: Have a pretty good idea as to how your solution looks like. You will continue developing it and it will still undergo many changes, but you should have the initial version ready by this date.
- July 16: Have the complete first draft of the report that the presentation will be built upon. You will not need to submit the report, but you want to put everything on paper in a form of a single coherent document that you can work with. It can also be a set of detailed notes on slides that you will later format to be suitable for presentation.
- July 16: Have a set of slides and one-page handout for the presentation.
- July 17: Initial rehearsal of the presentation, update the slides and one-page handout.
- July 18: Final rehearsal of the presentation, final update of the slides and one-page handout
- July 19: The Presentation:
 - Presentation:** 12 minutes + 3 min Q&A
 - Handout:** One page. This will be an executive summary of your presentation. You should highlight (e.g. bullet points) your recommendations and include anything else (e.g. graphics, picture) which will help the judges remember the main of your presentation. You can use the front and back of the page

COACHING

10 Ambassadors are available to provide coaching and help with the challenges. They all have received additional training in coaching when they completed the X-Culture Coaching Program They can assist with:

- Clarifying the challenge instructions;
- Support and directions for developing an effective solution to the challenge;
- Help with team organization and management, including scheduling, workload distribution, roles on the team, etc.
- Help with resolving conflicts, communication and collaboration difficulties, other interpersonal and team dynamics issues;
- Provide feedback on your intermediate work and ideas;
- Assist with presentation rehearsals.

The coaching help could be requested by sending a note to Coaching@X-Culture.org or by contacting your Ambassadors directly.