

ADVERTISING DYNAMICS FOR THE
UNITED STATES SKI RESORT INDUSTRY

Thesis for the Degree of M. A.
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By
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CHAPTER I

INTRODUCTION

Statement of the Problem

Skiing is one of the nation's fastest growing recreational pursuits. The number of skiers in the United States in 1960 was estimated at 3,600,000. Only 10 years ago, this sport was in its infancy with a substantially less number participating.

To meet the demand of skiers, many new ski resorts have developed. The United States has about 500 ski resorts, largely located in the northern tier of the states. For example, Michigan has 76 winter resort areas in 1961 and had only 38 in 1950.

The development of the snow machine in 1950 has enlarged the geographic area suitable for skiing. States as far south as Virginia now offer skiing.

With this remarkable expansion of the sport, new challenges have appeared for methods of improved advertising and sales promotion. Although the demand for ski vacations has risen remarkably, patronage is often spotty, indicating a need for more effective advertising, as well as improved management.

The purpose of this study is to discover what types of advertising are most effective and feasible for ski resorts in the United States. The information which will be used in this study will, to a large extent,

be the result of research in undeveloped areas. Since the industry is young, written material is scarce except for the articles appearing in the trade magazines. Some pamphlets and short writings have been published by various associations connected with the field, and several writings have been published by professors at various universities. Studies in the field of winter resorts have been held to a minimum. Only two investigations into other problems of the industry have been undertaken.

This study will be a contribution to the body of knowledge available to the various facets of the United States winter resort industry.

All figures in the introduction will be justified in the content of the study.

History, Growth, and Future Development of Skiing

The sport of skiing had its beginning in the Stone Age. This discovery was brought forth by the Finns, who were the first to search for and collect skis which they found in peat, approximately 1500 B. C.¹ As can be seen, man has skied almost from antiquity.

There is no definite date for the introduction of skiing here in the United States. Many stories and theories have been set forth with the following two being the most widely accepted ones: The first of these stories is that skis were used back in the 1850's in order to get across the Sierra Nevada Mountains. They were also used by miners to reach the mining camps located above the snow-line. These men took to the use of skis with such enthusiasm that within a short time they had set up

the first organized ski competition in the world.² Another version claims skiing was introduced in the state of Michigan, by the Scandinavians. Ishpeming, the location of their settlement, was in the Upper Peninsula. This story is most widely accepted. Michigan claims to have held the first organized ski competition event. The event was a ski jump. The National Skiing Hall of Fame was erected at Ishpeming, honoring Michigan as the first skiing state.³

It was not until the 1880's that ski clubs began to organize on a widespread basis. Various clubs started to form in New Hampshire, Pennsylvania, Michigan, Minnesota, and other northern areas.⁴

The above-mentioned clubs met in the year 1891 to discuss the problems involved with the sport and ways to improve it. The outcome of this first meeting of representatives was the formation of the Central Ski Organization at Ishpeming, Michigan.⁵ Thirteen years later, 1906, the National Ski Association was formed with a membership of 16 clubs, placing skiing in the category of an organized sport with a ruling body to guide it.⁶ The sport started to increase in popularity, but never with an outstanding burst of enthusiasm. It grew at a slow, steady pace.

All of the major competitive action in the sport was held at Ishpeming until the year 1921 when Denver, Colorado entertained the championships, for the first time. Since 1924 the national championships have been held in various states depending upon the highest bidder.⁷

The year 1925 witnessed a sizeable growth in the sport so that all the major sectors of the country had regional offices responsible

to the National Ski Association. Skiing continued to grow as enthusiasm increased and, in the year 1938, the National Ski Patrol was formed; its job was to train men and women in the art of medical care for skiers in danger.⁸

At the beginning, the only form of competition was jumping, being followed by cross country skiing and then closely followed by downhill races and slalom. These races at one time were performed only by men, but later women began to participate.

Detailed records were never kept on the attendance at ski events and the growth of the popularity of skiing. The Olympics has increased the popularity of the sport. The Olympics were held twice in the U. S. In the year 1932, the Third Winter Olympic Games were held at Lake Placid, New York. Skiing's popularity was limited due to such factors as: transportation, inadequate roads, traveling costs, and remote ski areas. Years passed and transportation and communication were improved. New hotels began to open, new winter resorts started to go up and a few men with foresight began to invest their money into the plowing and clearing of mountain sides to establish ski slopes.

The building continued and new areas approached completion by the late 1940's in preparation for the Federation of International Skiers (FIS) Games that were to be hosted by the United States. This major event stirred the hearts of the Americans and once again was followed by a rush to the slopes. The 1950 FIS Games, along with other factors, gave skiing in the U. S. added encouragement. The year

1950 saw the real start of modern skiing enthusiasm in the U. S. The United States received its greatest publicity in 1960. The 1960 Winter Olympics were held in Squaw Valley, California, creating an interest that never before was given a sport in this country. Unlike earlier years, the 1960 Olympics were viewed by millions of Americans watching television and hearing the ski events on the radio.

The present indications are that within the next ten years, the sport of skiing will become one of America's most popular sports, giving the now top-ranked sports serious competition for predominance.

Organization of the Study and Problem Approach

To approach the problem the author used various research methods which included questionnaires, interviews, and research. Two different questionnaires were used. One questionnaire was prepared for skiers and the other was for managers and owners of ski areas. In addition to the use of questionnaires, other areas were explored. Libraries were extremely limited in the materials they had available on the winter resort industry. The Chamber of Commerce of every state and every major U. S. ski town or city were contacted. In addition, letters were sent to the Italian, French, Swiss, Austrian and Canadian government travel agencies. I also wrote to the different travel information centers such as the airlines, railroads, and bus lines. Due to the general lack of information, materials were sought in skiing publications and sport magazines such as Sports Illustrated, Ski Life, Skiing

and Ski Magazine. Information was also collected from newspapers.

Use of a Survey

Nine hundred and fifty questionnaires were distributed to skiers. Four hundred and ninety-nine of these questionnaires were returned. The percentage of questionnaire returns was 53%.

A second questionnaire was sent to the managers and owners of ski areas and lodges throughout the country. There were 350 questionnaires sent to different ski areas and 50 were received back. This constitutes a 7% return. Although a large return was not obtained, this information can be cited to illustrate representative ski areas' owners' and managers' opinions. The larger ski resort areas answered the questionnaire, while the smaller areas, who would most likely benefit from this study, did not show the same interest. Twenty-three of these forms were filled out on a personal basis from the manager or the owner of each of the specific areas. A follow-up post card was sent to areas who did not return the questionnaire.

The questionnaire that was filled out by the skiers will be referred to as the Skier Questionnaire, and the form sent to the owners and managers of the areas will be referred to as the Manager Questionnaire throughout the study.

Validity of Survey Results

The results of the two questionnaires used may not be truly representative of the total ski industry in the United States. The results

do present information that will be helpful, and is based upon a large quota sample that is believed to be indicative of the ski industry.

CHAPTER II

SKI RESORT GEOGRAPHY

The geographical aspects of skiing will be confined to the distribution of population and the lands that contain ski area. The climatic factors included will be on a general basis, to bring out the differences that occur in various sectors of the country.

Location of Major Ski Centers in the United States

The United States is fortunate having a climate that differs widely in various sectors of the country. Thus, the tourist industry has a year-round potential for business. The winter season in the north has its counterpart, the warm weather in the south. Many factors are responsible for this, such as the Gulf current, mountains, and elevation. The ski industry has taken advantage of the colder areas by establishing ski resorts and areas wherever the records show any substantial amount of snow. Figure 1 indicates states that had enough snow to be winter resort areas. More than half the states in the union enjoy revenue from winter sporting activity. Well over half the population of the United States is contained in these states, as are a great number of our outstanding year-round resorts.

States such as Hawaii and Virginia are usually referred to as warm weather states. However, the invention of snow-making equipment

has turned Virginia into both a winter and warm weather resort area. The state of Hawaii has always offered opportunity to ski but this has never received a great deal of attention. Mauna Kea mountain has enough snow to allow skiing on the Island of Hawaii.⁹ This extinct volcano reaches 13,796 feet and is the state's highest peak. The ski conditions improve to a level of 12,500 feet, however, above this level the air is too thin to make the necessary exercise enjoyable. The future growth of skiing in this state is substantially dependent on the continuation of a road up the mountain side.¹⁰

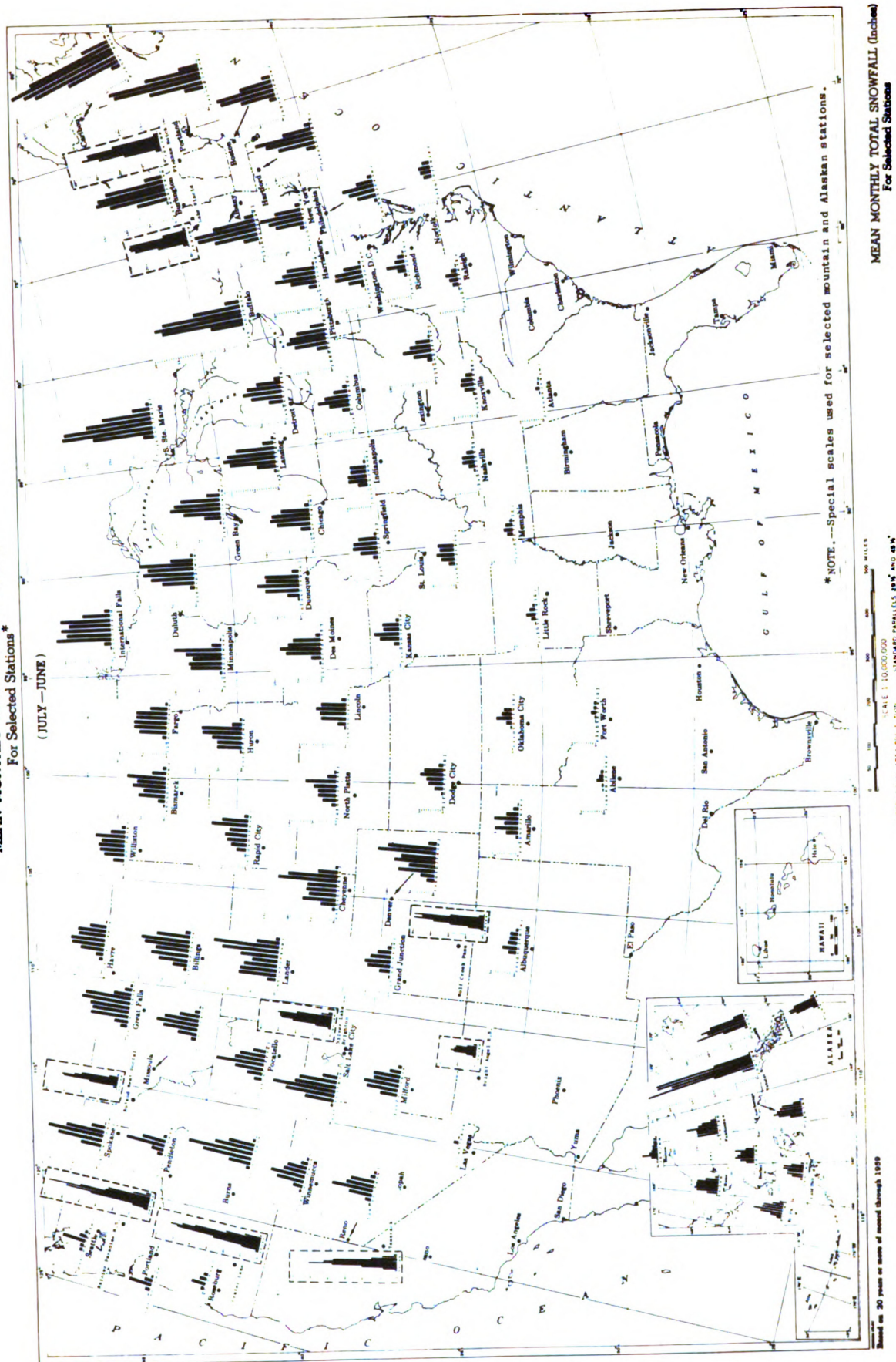
Many states without snowfall have skiing at the present time because of a ski invention of Mr. Ray Hall, former ski instructor at Aspen, Colorado.¹¹ The principle behind this is a moving carpet on a 25 foot escalator that is continually rotating. The rotating carpet moves from eight to 15 miles per hour. The name of the new invention is the Ski-dek and will make skiing available to people both indoors and outdoors.¹²

The significance of an invention such as this is outstanding because geographical barriers have been lowered in a sport that once was limited to specific regions.

The ski centers in the United States today are located in areas that are conditioned to receive snow either by nature or by the use of snow-making machines. The areas are located on the map pictured on page 10.

FIGURE 1
(From U.S. Weather Bureau)

MEAN MONTHLY TOTAL SNOWFALL (Inches)
For Selected Stations*



The next few years could witness the extension of winter's fun sport into areas that now cater mainly to the people enjoying the summer activities such as swimming and water-skiing. The number of skiers will definitely increase in the future with the new markets being discovered; therefore, there will be a need to inform the people of the fun and benefit of this sport which they have seen only on television or in the motion pictures.

Climatic Influence

The climatic effects are of utmost importance to a winter resort operator since the weather determines the length of the season, which in turn determines the economic success of the business. An area that has less than 60 inches of snow is often times dependent on artificial snow. Areas in the East can figure on their season running from mid-December until the end of March or the beginning of April. The Midwest has a season starting at the same time as the East but lasting to mid-March. The West's season and the coastal season are comparable, with both lasting from November until April, May, and in some places into mid-June.

Other factors such as the forest cover are of major importance to ski areas. Cleared land is less desirable than forested land.¹³ An area with adequate forest cover is more desirable because snow will be retained at greater lengths. Furthermore, the slope will retain more snow since less snow is blown away. There are other factors of importance

in the establishment of an area in regard to weather conditions that would require the specialized work of an expert.

Snow Machine Implications

The invention of snow machines was an accident that occurred when Philip Tropeano had to leave a machine to answer the telephone. After talking on the phone for an hour, he returned to find that his machine had manufactured a half foot of snow.¹⁴ Since he was the head engineer of the Larchmont Engineering Company and his brother was president, the company soon found themselves making artificial snow machinery. The first test of their equipment proved a success at the Concord Hotel in New York's Catskill Mountains.

Snow making is a process where air and water are brought together at a high pressure, then quickly expanded in the air into very fine particles.¹⁵ The temperature required for the manufacture of this snow is 30° or less. Man-made snow is better than real snow because it is denser, packs more tightly, stands up under heavy use and even a 70° thaw.¹⁶ There are various draw-backs to the system of artificial snow making such as: need for a trained crew of men, equipment, water supply, cost involved, portable and fixed equipment. In addition, the process is an expensive one with equipment running as high as \$125,000 for a large ski area and \$5,000 for a small area or slope. The process of making the snow varies according to the slope and the amount of snow desired.

Artificial snow has allowed many new areas to be opened within closer distances to the bigger cities. There has also been an increase in the location of new areas such as resorts in Virginia and West Virginia, extending their once nine-month season to a twelve-month season. On February 13, 1961, the author received a letter from Mr. Roger Allan, the Director of Public Relations at the Homestead Hotel in Hot Springs, Virginia, stating that on this date there was 48 inches of snow and that 40 inches of this snow was man-made. Artificial snow has solved a great problem for this hotel and their business has quadrupled.¹⁷

The use of these machines is developing a new market in areas that have never seen snow or a set of skis. This invention will also guarantee a longer season, and bring skiing closer to the urban population. The effect has been a natural one with more and more enthusiasts taking to the slopes for the day, as well as week-ends, since they are now guaranteed snow. All areas using snow machines advertise this fact on their billboards and brochures.

The 36th question on the Skiers Questionnaire asked, "What do you believe to be the biggest boost to skiing in the last ten years?" The respondents to this question listed 24 different things, with the answer of artificial snow machines comprising 4% of the answers. The awareness of this invention has brought many new skiers to the slopes.

New Ski Area Developments

The number of new ski areas in the United States has increased at a substantial rate. An example of this increase is shown in the state of Michigan which in 1954 had 38 ski areas spread throughout its Upper and Lower Peninsulas. Just seven years later, in 1961, the number has exactly doubled, bringing the figure of ski areas up to 76.¹⁸ Corresponding growth has been witnessed throughout the U. S. A. At the present time, there are over 500 ski areas in the United States.¹⁹ The plans for the future development of new ski areas have shown a continued investment to build newer and better areas to meet the demands of the masses of people who are crowding the present areas.

CHAPTER III

QUALITATIVE MARKET ANALYSIS

Qualitative Market Analysis investigates and seeks out the psychology of the market as to desirability of the product.²⁰ A series of different topics are put forth in this type of an analysis with questions being formed to depict each of the various areas. On the following pages, some of the major questions raised in the winter ski resort industry will be answered.

Class Appeal and Awareness

In this heading there are two different categories mentioned which to some degree go together, but are going to be dealt with individually. The topic of class appeal concerns emphasis of the marketing effort on certain population groups, of specific product-market relationships, and the basic social values of the society. Specific problems in the ski industry center about the income-age relationship of the current and potential skier.

The sport of skiing and winter resorting does to some extent appeal to definite income groups. Some of the resorts charge initiation fees, dues, and other membership expenses. This is done for various reasons, of which one is: to make an appeal to people located within a certain financial stratum that can afford to participate. It must be emphasized that the publicly stressed divisions of the sport and life of

winter sports, have a minimum of this aspect. It is the vast number of establishments open to the public which are to be discussed in this report.

The impression that many people have is that the sport of skiing and winter resorting is one for the rich. The sport is expensive but how expensive depends upon the individual income and the cost of the relative ski areas.

The age of the skier ranges from two-year-olds to all ages. The class appeal as far as the age distinction is involved can be informative. In the year 1958, Ski Magazine conducted a market analysis of its magazine subscribers which indicated the following:²¹

TABLE I
AVERAGE AGE OF SKIERS

under 15 years old	1.8%	35-44 years	22.8%
15-18 years	9.1%	45-54 years	8.7%
19-24 years	16.1%	55-64 years	1.7%
25-29 years	16.8%	65 or over	.8%
30-34 years	22.2%		

The average age of the person subscribing to Ski Magazine, who skis is 31.61 years of age.²² The Skier Questionnaire on question No. 39 asked the age of the person completing the form. The average age of the skiers in this instance was twenty-two. The age difference between the groups can be attributed to the varying circumstances under

which the questionnaires were administered. It is expected the magazine subscribers would be older than the average skier. In addition, the questionnaire administered to the younger group was given during the mid-week period when the older week-end skiers were absent from the skiing area.

(Skiing has an equal appeal to either the married or single group. The survey by Ski Magazine indicates that 49.1% of the people were married and that 48.0% were single with the difference being made up by other statuses such as widowed.²³) Nor does skiing appeal to any one occupational group as shown from the following results of the Skier Questionnaire:

TABLE II
OCCUPATIONAL GROUPS OF SKIERS

Housewives	1%	Chemist, researcher & eng.	7%
White collar	19%	Doctors	3%
Executives	29%	Lawyers	0.75%
Pilots	0.25%	Students	33%
Researcher	1.75%	Stewardess	1%
Nurses	1%	Secretaries	4%
Ski instructors	1%	Teachers or professors	6%
Blue collar	6%	Unemployed	0.25%

As shown by these figures, (varied classifications of work groups and a wide range of income levels are represented.) Question No. 9 posed in the Skier Questionnaire directed toward the resort manager and owner, asked, "Does your resort appeal to certain occupational groups," the

results were as follows: 34% said they appealed to occupational groups and 66% said they did not appeal to occupational groups.

The second part of this section deals with public awareness of the sport. On the Skier Questionnaire, the question was asked, "To what extent are people becoming more aware of the sport?" The results of this question indicated the following: 68% of the people said that people are VERY MUCH MORE AWARE; 5% of the people said that people are NOT MORE AWARE; 27% of the people said that people are MORE AWARE. The answer of more aware could be considered the average without an emphasis on the up-grade of the question. The large majority of those interviewed did feel the sport and life of skiing is one of which the people are becoming aware due to television, movies, newspapers, and advertising by all industries associated with the industry.

The Skier Questionnaire posed a follow-up question asking, "Do you think people are made aware of the fun in the sport of skiing?" The results of this question indicated the following: 57% of the people said YES and, 43% of the people said NO. It was felt by the people interviewed that the industry has lagged in making the public aware of the fun aspect of skiing. While the sport is before the public eye due to the 1960 Olympics in the U. S. A., the lack of promotion directed by an association of ski areas and individual winter resort areas is viewed as a handicap to the industry.

Family Togetherness Aspect

The people of the United States are becoming increasingly oriented toward family vacations. Parents are more family conscious, and view shorter work weeks as an opportunity to spend increased leisure time with the family. The sport of skiing is a sport which allows the entire family to participate. It is a sport, a way of life, and relaxation that does not leave the parents with the perennial worry of a baby sitter for the youngsters. The ski areas have nurseries for those under five years of age. When the child reaches skiing age, he or she is enrolled in special classes and soon the whole family is skiing together. This is a point that has not been emphasized to a great degree in the winter resort industry, and one which offers an opportunity to develop lasting interest in the sport. In the Skier Questionnaire the fifth question stated, "Do any other members of your family ski?" The answer to this indicates that family participation is very high, since 57% of the people answered the question "YES" and 43% said "NO." These factors indicate that the family aspect should be emphasized to a greater degree. *

Implication of Mobility of the Skier

People visiting a winter resort can be classified into various groups, those who ski for the sport, those who visit ski areas to socialize and do not ski, and those who ski and then socialize.

As previously mentioned, clubs and ski groups are in existence in various sections of the nation. When traveling to ski areas

people generally travel in such groups, as shown by the responses to the question in the Skier Questionnaire asking, "How many in your skiing party?" The average respondent indicated that seven people were in his group. To the question, "How many different ski areas did you visit last year?" the average return was four different areas visited by each of the questionees. (Younger skiers generally travel to a number of ski areas during the season. Older skiers and family groups are less mobile preferring to confine their effort to familiar ski areas limiting the possibility of an accident.)

Age of the Skier

The average skier in the sample was 22 years of age. This is a factor that must be analyzed because some of the areas were visited during the week when the older people were absent. Older people will more likely appear at ski resorts for the period of Friday through Sunday, and the younger people all week long and week ends. The reason for this is that the prices are lower during the week and the younger people are more able to afford the expenses at this time. Another factor involved is that the older people work during the week.

The average age of those interviewed during the week end was 34 years of age which will prove what has been said in the above paragraph. In reference to the questionnaire by Ski Magazine, the average age of the skier was 31.61 years of age. The two figures are relatively close.

The two questionnaires show that the majority of those skiing are between the ages of 19 and 44 years of age. The age bracket of 19-30 consists of approximately 33% of all skiers and the age bracket of 30-45 comprises 45% of all skiers. This would be a definite age market to appeal to, although the other age categories are represented. The trend for the future should show a higher increase of newer skiers in the age bracket under 19 years of age.

Indication of this was brought out in an interview with Mrs. Piels, of the Mt. Bromley Ski Resort, Manchester, Vermont. She said, "I have tried several times in talks with the local school board to institute skiing as a course of study."²⁴ In further discussion she said that she had been turned down by them, but that she has made some headway and felt it would not be too long before a course of study will be instituted in this sport. University physical education departments have started to teach skiing as an accredited course, such as the program instituted at Michigan State University during the fall term of 1961. As schools start to teach this sport the amount of younger skiers will take effect with the ultimate result being the decrease in the age of the average skier.

Sex as a Determinant

The sport of skiing historically appealed to men more than women. As the sport has developed, females have taken an increasing interest, as indicated by the figure of 182 females and 285 males

answering the Skier Questionnaire. In addition to the new equipment that makes the sport less a daredevil adventure, the glamour of styles in clothing has played a deciding factor in drawing the female. Just as important as the clothing influence to the sport, is the after-ski life, which particularly attracts the single girl.

Educational Background of the Sample

The educational background of the people who participate in skiing has an interesting aspect that should be considered to some degree when planning an advertising campaign. From the survey conducted in 1958, the following statistics indicate the high caliber of the participant in the sport of skiing.

TABLE III

EDUCATION BREAKDOWN OF SKIER

No high school	1.0%
Some high school	8.8%
Graduated from high school	12.8%
One to 3 years beyond high school	29.9%
Graduated from college	25.3%
Postgraduate	22.2%

Note the great majority of participants in this survey who have completed at least three years of college. All indications show that the sport appeals to a higher educated person, allowing ^{possibly} for a higher caliber promotional campaign.

A correlation could be made with the Skier Questionnaire which found that 33% of those interviewed were students, 29% were executives, 19% were white collar workers, and 19.75% were either pilots, researchers, nurses, chemists, engineers, doctors, teachers or professors. These figures comprise nearly the total of all people skiing. These categories do not say that the individual necessarily has a college education, but it can be inferred that a good percentage of them do.

The advertising and promotional campaign of any industry must be geared to appeal to a certain group. The intellectual and sophisticated appeal of products must be directed to the appropriate group. In this sport, a definite level of appeal is desired due to the higher education of its participants.

Income Level and Its Effects

The income level plays a tremendous part in the selling of any product. In this case the product to be sold, advertised and promoted is a luxury. (The winter resort industry, just like summer resort and vacations, is considered one of the highest forms of luxury, since it is a product that is not needed for survival.) Personal disposable income has steadily been on the rise for the past ten years in the United States, providing an increase in the amount of money spent for luxuries.

Since the year 1947, consumer income has been steadily increased and the projected figure for the year 1970 will be almost

double the figure for 1950. This can be seen on the graph on the following page.²⁵ This will affect the living standard proportionately as can be seen on the graph. The projections for 1970 show a decided increase in the consumer goods market as reference the accompanying graph.²⁶ The growth in the consumer markets from 1957 to 1970 will show the following:

food, up 70%
 radio and TV, up 50%
 household goods, up 80%
 recreation, up 70%**
 cars up, about 100%²⁷

As indicated by the graph, the figure of 70% increase in recreation will have a decided effect on the winter resort market, since this form of recreation is now rapidly increasing in popularity, and will reach its height by the 1970's.²⁸

The income of the individual family is one of the prime considerations in winter resorts, for when people have money, they will spend it on recreation. Advertising campaigns and promotion for winter resorts are effective only when the family income is at a level that the people can afford to consider the luxuries of life such as vacations.

Mobility and Road Improvements

This section will deal with the mobility and ability of the skier to move from one area to another. One of the major reasons for the success of winter resorts is the greatly increased construction

PERSONAL INCOME AFTER TAXES

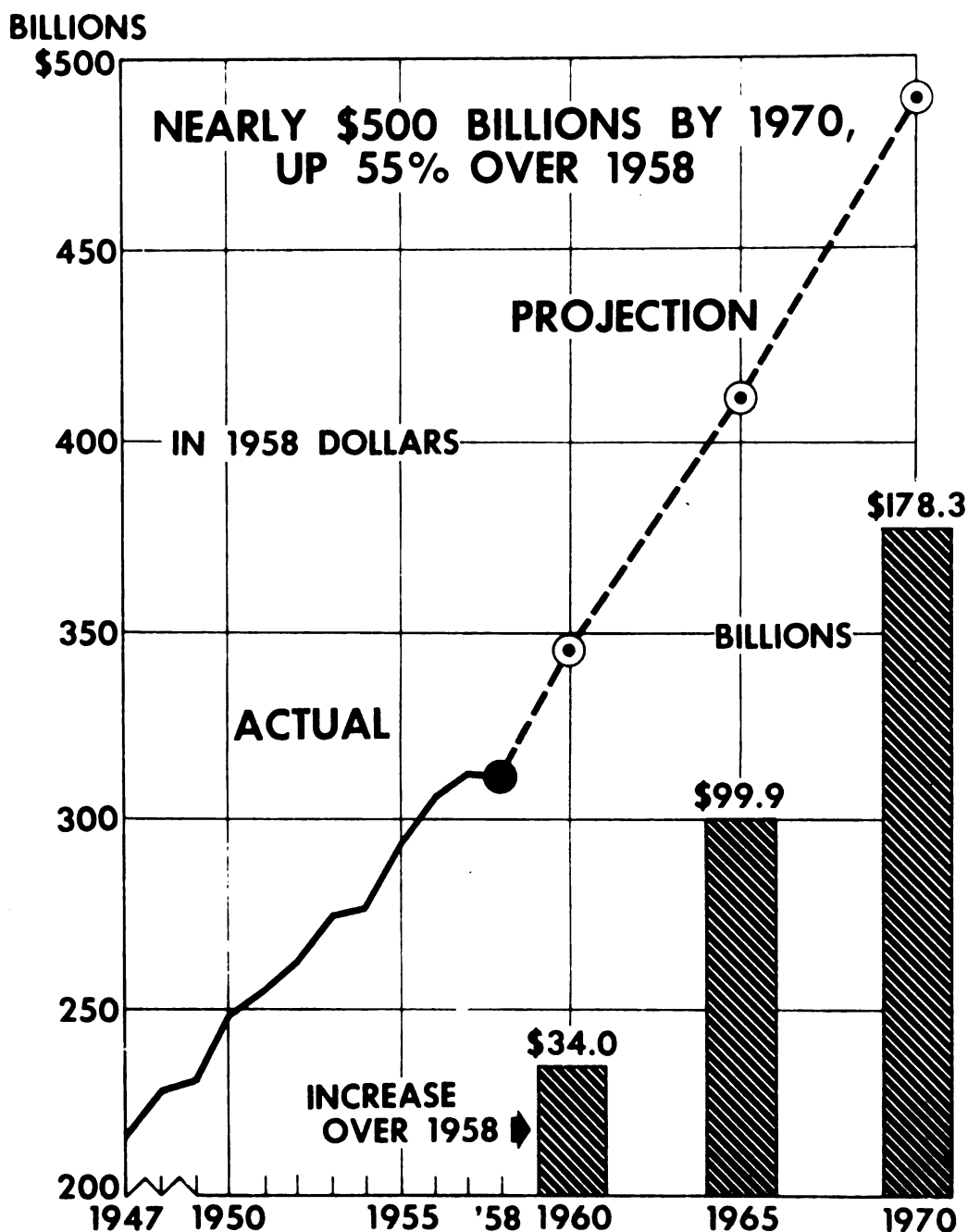


CHART 15 — With an added \$178 billion, the consumer's income will have almost doubled in the 20 years from 1950 to 1970.

[The Rising Power of Consumer Choice]

FIGURE 2
(From the Decade of Incentive)

THE BIG MARKETS GET BIGGER

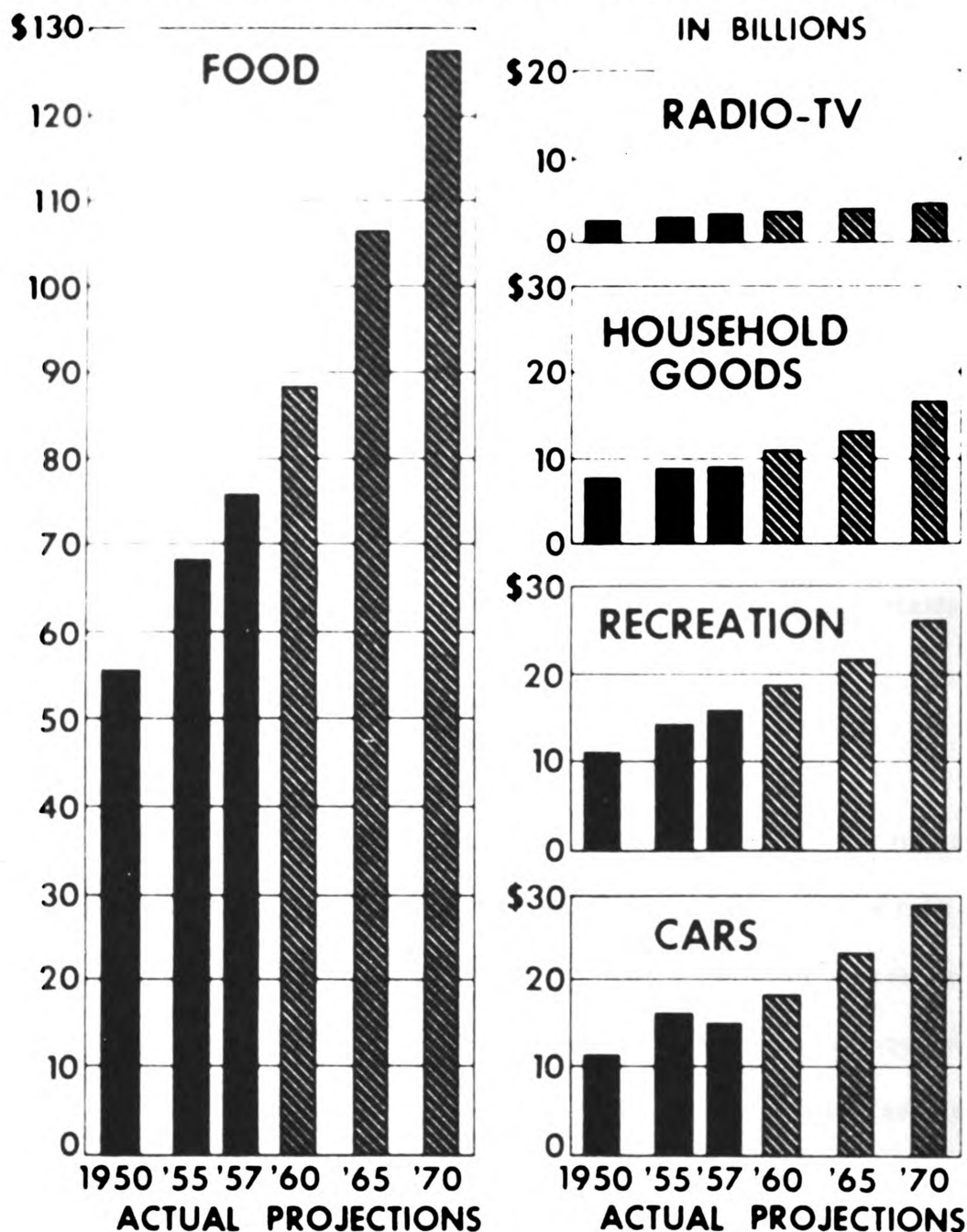


CHART 23 — Growth in consumer markets from 1957 to 1970: food, up 70%; radio and television, up 50%; household goods, up 80%; recreation, up 70%; cars, up about 100%.

[The Rising Power of Consumer Choice]

FIGURE 3

(From the Decade of Incentive)

of roads and highways as well as road maintenance that has taken place in the United States since the end of World War II. The interstate highway system, new turnpikes, toll roads, state roads, and other constructions have linked every major city in the country with a major highway. Since the end of the war, ski areas and the sport of skiing have come into their own. Many of the new areas, when considering location, looked to see that it was either on a major highway or near the highway.

The skier who comes from the metropolitan area will usually drive to his destination because it is convenient and cuts down on total expenses. According to the survey, the following statistics were obtained:

Automobile	79.0%	Plane	5.5%
Train	5.5%	Bus	10.0%

The results show that without a doubt the automobile is the most widely used means of travel. Those who do not have a car for the trip and those who are visiting an area with a group of any large size, often prefer the bus. In addition, it is used by people from areas where snow is not prevalent and conditions are not conducive to skiing, such as the Chicago area where people board buses on package deals and travel to Michigan for the week end.

The plane and train are predominantly used by those who are traveling a great distance to participate in skiing, such as New York to Colorado.

CHAPTER IV

QUANTITATIVE MARKET ANALYSIS

The previous chapter discussed qualitative market analysis. A search was made for the correlation between the components of the psychology of the market and the product offered. The various components of the offered product were investigated. "It is obvious that a single over-all market does not exist for products in the United States. Each product has a separate and distinct market."²⁹

In this chapter information will be brought forth which will determine potential buying power, sales planning, and the future. In terms of the writer's interest, this chapter will help establish why the basis is set so that the future of the winter resort industry could turn to a greatly increased pace of advertising.

Market Reversal

The term "market reversal" is a new term that the author has applied to this particular industry. When referring to the market one usually thinks in terms of where to sell, whom to sell to, and price range. In most market analyses, the problem is whom to sell to and who will buy the product. In the analysis, one should remember the product must be brought to the market that is most suitable for its make-up. The product is brought to the people and then set up around its environment. In the market reversal, the opposite situation occurs.

The term opposite is used because the environment of winter resorting is one which makes the market come to the product. Instead of bringing the winter resorts to the people, the people must be brought to the ski slopes and lodges (the product). A situation is established whereby a sales campaign must be set up with enough attraction to make people want to travel to participate in an activity. Thus, the market reversal is created with many factors involved. On the following pages some of these factors will be discussed.

Number of Skiers

In this part of the quantitative analysis, a discussion of the number of skiers and potential skiers will be discussed. The increase in the popularity of a product is of utmost importance in discussing the plans for the future, because, the future depends upon the proportion of the increase of demand from year to year.

It has been estimated that the number of skiers in the United States today is approximately five million.³⁰ According to an article written in 1960, the number of skiers in the United States has grown from 1.4 million people in 1949 to 3.5 million in 1959.³¹ The areas of New England and the middle Atlantic seaboard are considered to comprise the largest segment of the skiing market. It is said that there are approximately one million skiers in this part of the country.³² The increase now indicated by the figure, five million skiers, could be a result of the Winter Olympics held last year at Squaw Valley, California.

Tables such as the following (which is for the state of Michigan) could indicate a trend.³³

TABLE IV
NUMBER OF SKIERS IN THE STATE OF MICHIGAN

1954	65,000	skiers
1955	75,000	"
1956	85,000	"
1957	100,000	"
1958	125,000	"
1959	150,000	"
1960	157,000	"
1961	165,000	"

This chart shows an increase of 100,000 skiers in the past eight years. Other indications of this rapid increase in popularity would be, for example, the increase of printed matter by the Colorado Visitors' Bureau, whose Colorado Manual of Ski Information had 50% more printings this year than last year.³⁴ Although there are various indications of the number of skiers, the figure has not yet been proven accurate.

The question of how long the average skier has been participating in the sport is of major importance in connection with the number of skiers in the United States. The average person skiing in the United States has been skiing for six and one-half years.³⁵ This indicates that skiers are relatively new to the sport and have continued participating in it. Other surveys have shown that since 1958 the majority of skiers have been skiing for ten or more years.³⁶ This

indicates that in the past three years there has been a large increase in new skiers and participants, thus bringing the national average down to approximately six and one-half years. If the popularity of skiing continues, this figure will change.

Thus, over the last ten years there has been a decided increase in the popularity of skiing and going to winter resorts. Last year the Olympics strengthened this popularity, and many people tried skiing. An article written just before the Olympics were held, said: "The final bill is a big one. All told, the price tag on the Olympics is \$15 million. The question arises, 'Is it worth the price?' Of course. California's Olympics will bring thousands into the area, introduce them and millions of television viewers to winter sport."³⁷ The Olympics gave skiing the boost it needed.

Distribution of Market Areas

In considering the winter resort industry, it was pointed out that market reversal is an important factor. The market must be brought to the product. The following listing shows the various states in which ski areas are located.³⁸ These states show that their geographical localities are nation-wide. (Very few of the winter resort areas in the states are located near major cities. Most of the areas are located within a minimum 50 mile radius of the city. Some of the areas are as much as three and four hundred miles away from major cities in the state.

TABLE V
STATES WITH SKI AREAS

<u>The East</u>	<u>The Midwest</u>	<u>The West</u>
Connecticut	Michigan	Alaska
Maine	Minnesota	Arizona
Massachusetts	Wisconsin	California
New Hampshire		Colorado
New Jersey		Idaho
New York		Montana
Pennsylvania		Nevada
Rhode Island		New Mexico
Vermont		Oregon
West Virginia		South Dakota
Virginia		Utah
		Washington
		Wyoming

It is for this reason that the product offered must be strong enough in appeal and character to draw the people from distant places.) The states that have the ski areas are states that contain many of the larger cities of the United States and thus can draw from these population meccas. The winter resort area cannot depend on the people from these areas alone, but must draw people from other locales.

The winter resorts have started to realize that they must expand and advertise in national publications, as well as newspapers, all over the United States. They have realized that in order to increase their services and compete with other top areas, they must draw upon and create a national reputation with all skiers throughout the country.

Today, it is easier to draw people to distant ski areas due to the use of jet airplanes. Colorado Ski Center reported that the state's major ski areas were visited by 137,210 people from outside Colorado

during the 1959-60 season, as compared to 96,552 during the 1958-59 season.³⁹ The skiers spent \$14 million in 1959-60 as compared to less than \$10 million in 1958-59.⁴⁰ Another increase is anticipated for the 1960-61 season.⁴¹ The reasons for this rise were pointed out by the Memorandum on Colorado Ski Centers.

Centers

1. Interest in skiing stirred up by Winter Olympics in California.
2. Late September snow storm opened skiing areas earlier.
3. Additional promotion through the Ski Information Center.
4. Faster transportation, such as jet service to Chicago and to the West Coast, which made it possible for skiers to come from as far as 1,000 miles away for a week end of Colorado skiing.
5. Expanded facilities.⁴²

The most important reason given for the increase is the coming of the jet plane.

The skiing market is not limited as other markets where people are acclimated to such a way of life, but it is also open to southern states where the sport is something that few, if any, people have ever witnessed. Examples of this could be the following situation occurring in Texas.

Unlike the early skiing days of the 1930's, this population is no longer restricted to the northern tier of states. One of the hottest ski centers in the country is Dallas, Texas, located squarely in the middle of what is perhaps the flattest, most

unskiable terrain in the United States. But Texans go in for skiing and ski travel in the same big way they go about everything else. And if it takes 650 miles of driving to reach the nearest big ski center, in Sante Fe or Taos, New Mexico, then Texas skiers hesitate only as long as it takes to cram the ski clothes into a duffle bag and tie the skis onto the rack. If there is a long week end coming up, and reports indicate the snow is poor in New Mexico, then it's another 325 miles up to Aspen, the most cosmopolitan of all U. S. ski resorts, located 200 miles west of Denver, in the Colorado Rockies.⁴³

The sport of skiing is becoming a reality not only with Texans, but also with people throughout the southland where snow is not common. The invention of the Ski-dek spoken of earlier in the paper will also help to bring the sport to people under the warm sunshine even though it will be on an artificial basis.

People in the future will be more aware of the sport of skiing and thus participation will increase. In the future the skiing world will visualize such things as Ski Capades, just like the Ice Capades except on skis on one of the indoor ski hills. The invention of these new indoor skiing hills, plus the new invention of shortee-skis by Clif Taylor, will see in the not too far future, the art of figure skiing. Events like these will become an accepted form of entertainment in all towns and cities across the nation as these exhibitions become tours and visit cities, north, south, east, and west.⁴⁴

The market will become even larger when the professional ski tour becomes fully effective. This year, for the first time in history, the leaders of the ski world headed by Friedl Pfeifer, formed a professional ski racing group with a reward of money.⁴⁵ The group

testing the idea this year in Aspen, Colorado, found the idea to be popular with the public.⁴⁶ The sport of skiing in the future will be reaching more and more people and future plans include the televising of special ski events. The market will increase by numbers and skiing will rapidly become one of the most popular sports.

Increased Competition Due to More Skiers

Since competition is becoming greater with the advent of more skiers throughout the country, the areas for skiing will become more crowded than they are now. Today the ski areas are crowded during the week end. The number of new areas is increasing at a fast rate and still cannot meet the demand. In a few years when the number of new skiers levels off, the new areas will have to compete in whatever way possible to attract new customers to their area. New ski areas are opening as fast as money can be raised. The erection of two areas in the state of Michigan was witnessed in as many months.⁴⁷ At the rate of increase in areas and number of people, the skiing industry seems certain to become a major family sport.

The competition will grow keener between the various areas in the future due to the great increase in areas. Indications are that though the customary high cost involved at a ski area may lower and the cost of equipment may drop, advertising and promotion will have to increase at a rapid pace.

Higher Incomes with More Leisure Time

Higher incomes play an important role in the skiing industry, its present and its future. (The family income has been on a steady increase and the length of the working week has been on the decrease.) The combination of these factors helps to induce people to take vacations.

It is estimated that by 1970 the average worker will spend less than 38 hours a week at work. This shorter work week will create a rapid increase in recreation throughout the country.⁴⁸ (In the year 1947 the average work week was 43 1/2 hours, as compared to the work week projected for 1970, which will be approximately 38 hours.) (The decrease in working hours can be seen on the graph on the following page.)⁴⁹

Another chart on the page following the just mentioned one, shows the coming rise in living standards which means a better way of life and in turn means more vacations and money to spend.⁵⁰ A third graph follows this showing the increase in the consumer goods market, and particular notice should be given to the increase planned for non-durable goods by 1970. This increase will be 37.7% above the 1947 figure.⁵¹

These projected increases show (a higher standard of living for the American people with higher incomes and shorter work weeks and undoubtedly vacations and more people skiing.) Question 36 in the Skier Questionnaire asked, "What do you believe to be the biggest boost to skiing in the last ten years?" There were 25 different replies to this question; 5% of the people saying more leisure time, 5% of the people saying higher income, and 2% of the people saying more winter vacations.

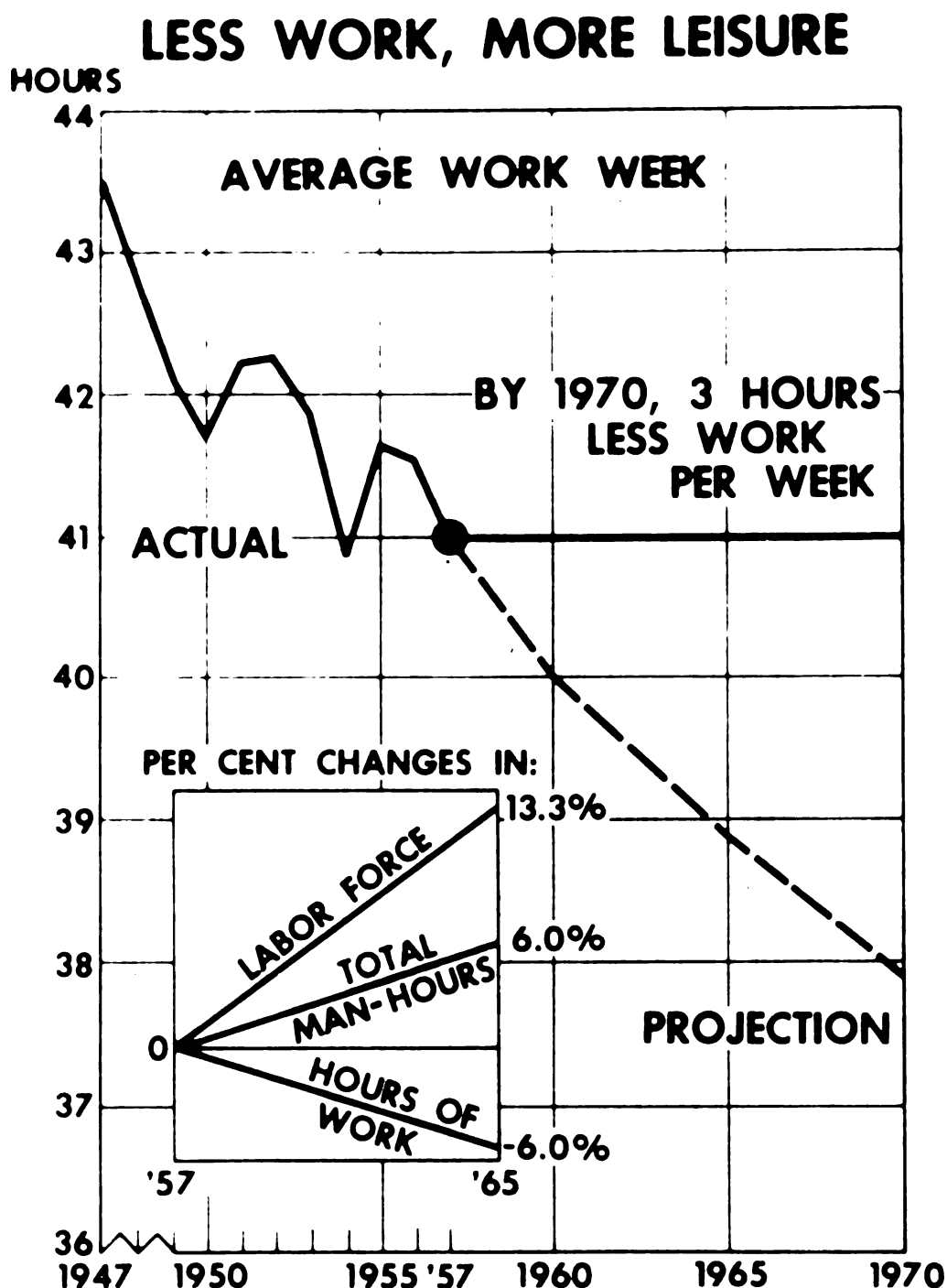


CHART 9— In 1970 the average worker will spend less than 38 hours a week on the job. This shorter work week will bring rapid expansion of recreation.

[The Massive Economy of the Sixties]

FIGURE 4
(From the Decade of Incentive)

THE COMING RISE IN LIVING STANDARDS

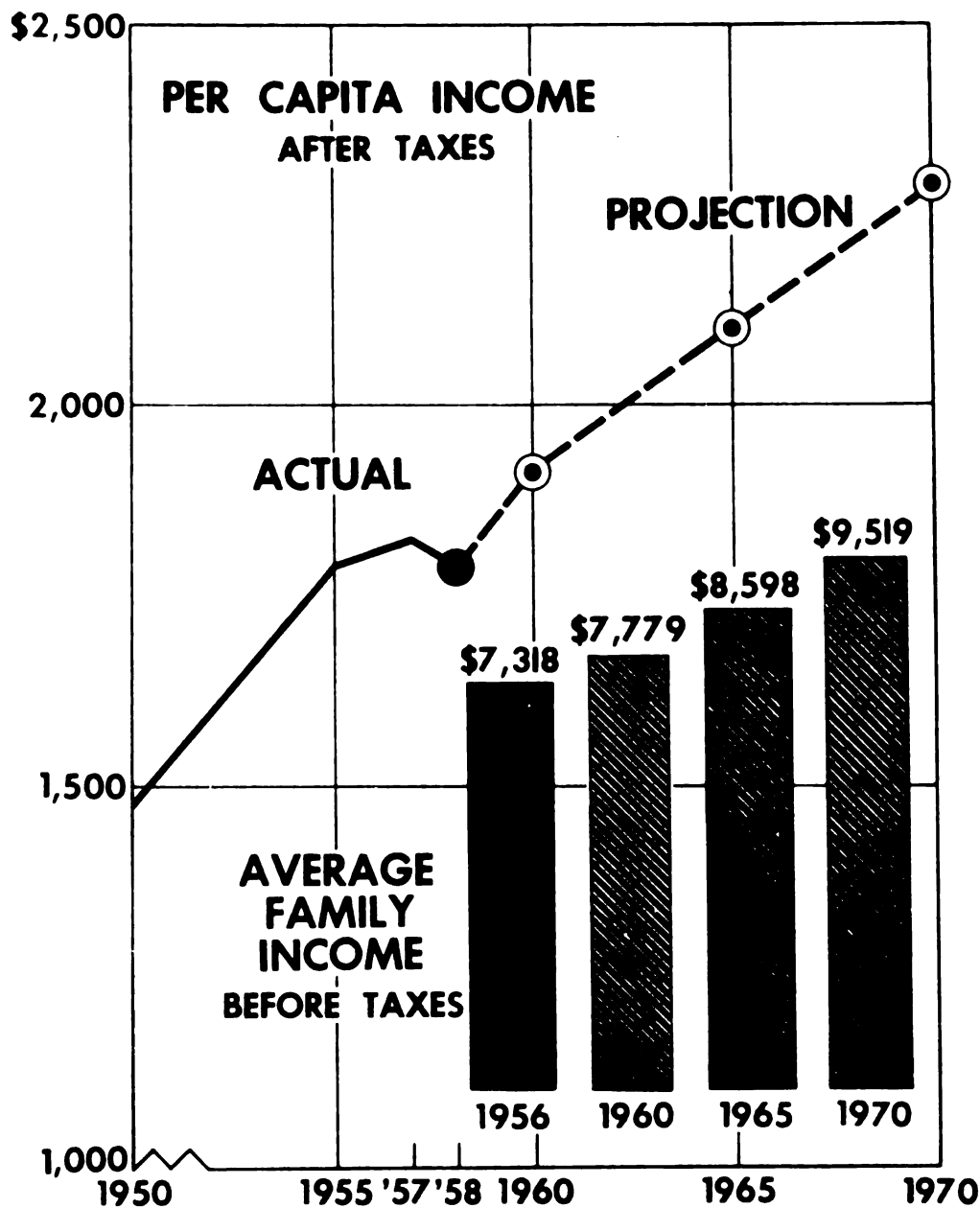


CHART 16—Per capita income after taxes will increase to about \$2,300 by the end of the Sixties. In 1970, the average non-farm family will have an income of over \$9,500 before taxes.

[The Rising Power of Consumer Choice]

FIGURE 5
(From the Decade of Incentive)

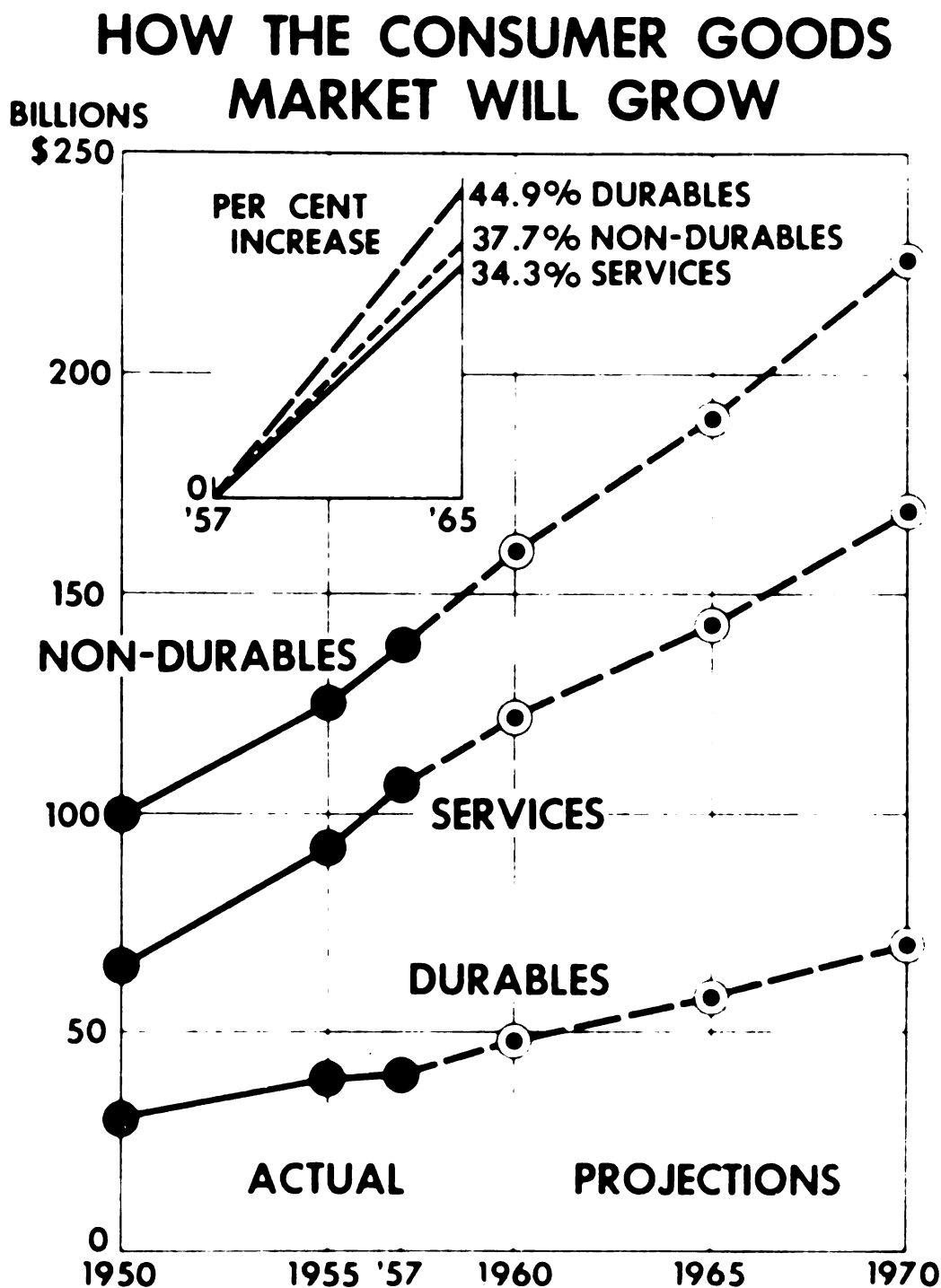


CHART 22— By 1970, expenditures for consumer non-durables will be about \$225 billion; for services, almost \$170 billion; for durables, over \$70 billion.

[The Rising Power of Consumer Choice]

FIGURE 6

(From the Decade of Incentive)

Longer and Increased Number of Vacations

It follows from what was said in the previous chapter that with higher incomes and more leisure time the number and length of vacations will be increased. The following table shows the number of weeks of vacation with pay for the whole country.⁵²

TABLE VI
VACATION WEEKS WITH PAY

1929	18 million weeks
1947	50 million weeks
1953	80 million weeks
1970	101 million weeks

As can be seen by this table, the amount of increase by 1970 will be more than double what it was in the year 1947. According to Ski Magazine's survey in 1958, 50% of the people returning the questionnaire had taken ski vacations during the year. (The average length of this ski vacation was 11.8 days. This indicates that people are considering the winter as a vacation time, rather than the perennial summer.)

In a recent survey of some 255 different companies, the National Industrial Conference Board found that 137 of these companies use the compulsory vacation plan. Many have a fixed season for employees to take their vacation. Companies, such as the Ford Motor Company, are giving their employees their vacation in the winter.⁵³

The Northup Aviation Company in Los Angeles works a fixed vacation

plan that allows ten days off for everybody at Christmas time which, in turn, allows many to go skiing.⁵⁴ This is in addition to the regular vacation time. It is usually the larger company that is more lenient with its workers as far as arranging vacations at particular times of the year.⁵⁵ The smaller companies, in most cases, are still strict with vacation policy, but all indications suggest a change in the future.⁵⁶

As vacations during the winter months increase, we will see a decided increase in the number of winter sports enthusiasts. With the health aspect of skiing emphasized more, it may not be too far off before people will associate this with winter resorts and thus find in it the same appeal as that offered by places such as Miami Beach.

CHAPTER V

PROMOTION OF SKIING VACATIONS AT UNITED STATES WINTER RESORTS

In previous chapters, emphasis has been on the growth, market make-up, and indications of what the future might bring. The market must be brought to the product. This can be accomplished in various ways, one of which is through the various media of advertising. It is through these media that the American people become acquainted with new and existing products. In the ensuing chapter the author will attempt to investigate all the various media used by the winter resorts to advertise their product to the public.

Promotion by Ski Resorts

In discussing the various media of advertising, the ten most common media used in the U. S. were selected. The media to be covered are: industry magazines, newsstand magazines, billboards, television, mail, radio, telephone, snow condition reports, road reports, and newspapers.

Many promotional aspects will not be in this part but will just be mentioned now. One method used by ski resorts is the use of a (mailing list, by which the resort sends out information about itself. These mailing lists are comprised of former guests' names. Another method used for promotion of winter resorts is the publicity through various

travel agencies. These agencies advertise and recommend to the public, receiving in return a percentage of the guests' bills from the resort. Still other ways to publicize are by trips into various cities to show movies and give short talks, car bumper strips, and the inevitable reports of people who have patronized the winter resorts and who are primarily responsible for their reputations.)

The following pages will discuss the major advertising media. The order in which these appear is not at all significant.

Industry Magazines

The winter resort industry, like any other major industry, has either its industry-wide newspapers or magazines. The publications within the industry which are read by the public according to the Skier Questionnaire are:

TABLE VII

INDUSTRY MAGAZINES

<u>Ski Magazine</u>	<u>National Skiing</u>
<u>Ski Life Magazine</u>	<u>Ski News</u>
<u>Skiing Magazine</u>	<u>Ski Illustrated</u>
<u>E. U. S. A. S. A. publication</u>	<u>Sports Illustrated</u>
<u>Lift Line Magazine</u>	<u>Ski Week</u>
<u>Mt. Mansfield Bulletin</u>	<u>Sun Valley Ski Club</u>
<u>Eastern Magazine</u>	publication

All of the magazines have feature articles which appear as specialized sections in each month's issue, departments which usually contain the letters to the editors, stories about people and events of

unusual stature. The make-up of a ski publication is similar to that of a newsstand magazine such as Life or Look Magazine. The major differences are that the skiing publications contain articles only connected with skiing. The skiing publications are mainly monthly publications and are published for a six-months' period, October through March.

Those magazines most popular with the public are: Ski Magazine, Ski Life Magazine, Skiing Magazine. These three have the largest circulation and what can be said for these three holds true for other similar publications. All three have a similar format, one that interests skiing enthusiasts. The color photo shots are outstanding, and in magnificence and color rival the best photography of any other magazines. The pages contain hundreds of ski area advertisements. People who read these magazines can easily locate a resort's advertisement. But what happens to the people who do not read these magazines? The answer to this question will, in part, be discussed under newsstand magazines, the next division of this section. (Very little advertising by the ski resorts is done outside of the ski publications.) In the Skier Questionnaire, two questions were concerned with ski publications. One dealt with the popularity of skiing publications, and the following breakdown resulted:

TABLE VIII
POPULARITY OF SKI PUBLICATIONS

<u>Ski Magazine</u>	43%	<u>Ski Illustrated</u>	2%
<u>Ski Life</u>	20%	<u>Lift Line</u>	2%
<u>Skiing</u>	16%	<u>Ski Week</u>	2%
<u>E. U. S. A. S. A.</u>	3%	<u>Eastern Magazine</u>	2%
<u>Sports Illustrated</u>	3%	<u>National Skiing</u>	1%
<u>Ski News</u>	2%	<u>Sun Valley Ski Club</u>	2%
<u>Mt. Mansfield Bulletin</u>	2%		

Skiing Magazine is a Western release published in Denver. This magazine is very popular in the West, as almost all of the questionnaires returned from the West indicated this as their favorite choice. The other question asked in connection with industry magazines read as follows: "Do you think ski publications should be published all year, or just for the skiing season and why?" The reply to this was that 63% of the people contacted through the questionnaire thought it should be published all year long and 37% did not think so. The people who answered yes to this question frequently gave as their reason the fact that skiing is carried on in all parts of the world at seasons that skiing is not possible in the U. S. A., and the American skiing public should be aware of the events and activities going on in the skiing world. Others thought that people should be aware of constantly changing developments within the industry. Still others felt that the magazines come out with their first publication in October although the new clothing styles are revealed during the summer; if the skiing public could see the new styles beforehand, they could plan their skiing budgets ahead. Others thought that they would like to plan trips for the

winter over the summer and fall months and are at a disadvantage since the information on new areas opening and improvements taking place over the summer is not made public until the month of October. Several people thought that the various skiing publications should lengthen their season to nine months with no publication appearing over the summer months of June, July, and August. All indicated that the skiing public lacks information and advertising during at least half of the year when they could be planning for the future.

Newsstand Magazines

The second section of this chapter will deal with the newsstand magazines that form the nation's most popular over-all publications. The medium of newsstand magazines is extremely important and will be even more important in the future for the ski resorts. There are many reasons for this statement. How does the skier and potential skier find out about ski areas, and accommodations, if he or she does not read the skiing publications? This is a problem and one that has not yet been fully realized.

At the present time Sun Valley is the only major ski resort that advertises with a forceful campaign in such major magazines as Life, Look, Newsweek, Fortune, Time, Readers' Digest. But in order to reach the public, resorts must make themselves known through the means that reach the people the easiest. Most people read one or more of the above-mentioned magazines at one time or another. The Skier

Questionnaire asked about people's favorite newsstand publications, with the following reaction.

TABLE IX
SKIERS' CHOICE OF NEWSSTAND PUBLICATIONS

Life Magazine	16%	Glamour	3/4%
Time Magazine	15%	Road and Track	3/4%
Sports Illustrated	8%	Scientific American	3/4%
Saturday Evening Post	7%	Atlantic Monthly	1/2%
Ski Magazine	7%	Mad Magazine	1/2%
Ski Life Magazine	6%	Bazaar	1/2%
Playboy Magazine	6%	Coronet	1/2%
New Yorker	4%	Hot Rod	1/2%
Newsweek	3%	Saturday Review	1/2%
Harper's	3%	Business Week	1/4%
Vogue Magazine	2%	Science Magazine	1/4%
Seventeen	2%	Confidential	1/4%
New York Times Magazine	2%	Popular Scientific Mech.	1/4%
U. S. News & World Report	2%	Alaska	1/4%
Look Magazine	2%	Good Housekeeping	1/4%
Readers' Digest	1%	Yachting	1/4%
Skiing	1%	Nation Magazine	1/4%
Ladies' Home Journal	1%	Motor Boating	1/4%
Cue	1%	Outdoor Life	1/4%
Fortune	1%	Argosy	1/4%
Redbook	1%	Gourmet	1/4%
National Geographic	3/4%	Popular Electronics	1/4%
The Reporter	3/4%	Mademoiselle	1/4%
Field and Stream	3/4%	Motor Trend	1/4%
True Magazine	3/4%	Esquire	1/4%
Sports Car Illustrated	3/4%	Better Homes & Gardens	1/4%

In this extensive list of approximately fifty magazines, it appears that one magazine is very far above all others; Life Magazine is read by 16% of the people interviewed, but that does not constitute an astonishing difference. These magazines reach the public more than the skiing publications, which

many people who skied did not know of and therefore left that question blank on the questionnaire.

People will become aware of ski resorts if the resorts advertised in the magazines that appeal to the people on an over-all basis. Every magazine mentioned in the list does not have to contain an advertisement in order to reach the greatest number of people. An ad appearing in the Wall Street Journal one week would reach a large percentage of those reading other magazines because a large percentage of the people who read Fortune, Business Week, Time, Newsweek, Forbes and others, also read the Wall Street Journal several times a week, if not every day. Through this one publication many different people could be reached.

(The ski resorts and areas could definitely benefit if they advertised, in addition to the skiing publications, on the various pages of the nation's popular newsstand magazines.) Simple facts will show that the more advertising reaching the public, the more they will buy of the product advertised.

Billboards

(Billboards constitute a major mode of communication for the winter resort business. Besides making people aware of the particular resort, they also provide information such as the distance to the resort.)

The use of billboards is of benefit to those who use their autos to reach their destination. It was found that 79% of the people going to the

various ski resorts use an automobile. The following question was asked of the participants on the Skier Questionnaire. "Do you think signs on the road advertising ski areas are: Poor, Average, Good, Excellent?"

The following were the results of this question:

Poor	27%
Average	38%
Good	29%
Excellent	6%

These results are very surprising since the use of billboards is relatively inexpensive as compared to other media of advertising. It would be thought that this medium would be extremely popular because the greatest number of people traveling to the ski areas are traveling by automobile.

Roadside advertising is important for many reasons. One must constantly build a name and rebuild it.⁵⁷ Highway advertising is a tremendous help to early and late season business and especially to people who are not familiar with the areas of the state.⁵⁸ Many people would find new areas to ski and stay at after once being attracted to a particular area and return the following year.⁶⁰ This, in turn, will create another form of advertising which is by word of mouth.⁶⁰ From the Manager Questionnaire the following answers were given to the question asking if they advertised on the highway. Of those returning the questionnaire, 17 said they did advertise on the highway and 17 said they did not advertise. This indicates that the industry is missing out on potential business. The following question asked: "How many billboards

do you have to advertise on the highway?" The results indicated that the average number of billboards used by each area was eight. In this group, however, there were two resorts that between them used 40 billboards, and if these two were eliminated from the figures of the average, the average number of billboards would come down to six. Six or even eight are not very many billboards to advertise a winter resort area which is appealing to a spread out market.

Television

Television is one of our fastest growing media. A few years ago people thought of television as a thing that could not last.⁶¹ Today, television is one of the most important media of entertainment. It is for this reason that many people interviewed wrote as their open comment that television would be the best medium for ski areas to advertise. It is a sport that is exciting, colorful, picturesque, intriguing, and new to the American people; and with this as a base, an advertisement for television could be produced in an exciting manner.) Of the areas interviewed in the Manager Questionnaire, only five managers said they used advertising on television. Of these five, the advertising for three of them came in the form of ski condition reports for the local towns.

In the Skier Questionnaire, 17% of the people said they would like to see ski area information made available through the medium of television. This is not a low percentage since this was in a listing and proved to be the second most popular way of viewing advertisements, with

newspapers getting a 24% vote. The radio was third with 16 %, ski information centers 16%, magazines 10%, mail 9%, telephone 6%, and others 2%. The follow-up question stated: "Which one medium would be most likely to reach you?" Television was ranked third with 13% of the returns ranking behind radio with 34% and newspapers with 28% of the returns. Although television is not the most popular medium of advertising, it is considered the second best by the public.

Direct Mail

"The most universally accepted advertising medium today, bar none, is direct mail. Almost every advertiser, large or small, uses it, because there is no medium that gets across its message with more impact than direct mail."⁶² "Direct mail pre-selects the prospects and reaches the prospect, personally, privately and directly. No other medium can make this claim."⁶³ This quote is from the book How To Make Advertising Pay, and relates to the members of the housing and feeding industry. The chapter in this book relating to direct mail says further that for the hotel and motel industry, particularly, direct mail is one of the outstanding media to reach the people, and for the resort it is a definite must.⁶⁴ This then would apply to winter resorts as well.)

Out of the 50 returned Manager Questionnaires, it is surprising that only four resorts used direct mail advertising. This was especially surprising because two of the four areas are considered among the larger winter resorts. As can be seen from the results of the question pertaining

to this in the previous section, the results indicated that 9% of the people would like to see information made available through the mail. The same held true for the follow-up question asking about the one medium most likely to reach you.

The extremely low rate of advertising carried on through the mails indicates that thus far the industry of winter resorts is limited in its methods of advertising.

Radio

Radio is another of the more important ways to reach the public through advertising. Once again, note that out of the 50 returned Manager Questionnaires, only nine of them used the radio to advertise their facilities. In comparison to this figure, it was shown by the Skier Questionnaire that radio was mentioned by 16% of the people in checking of the different media through which they would like to see and hear advertising of the winter resorts. When they narrowed this choice down to one particular area, the medium of radio took over first place as the most popular medium. The radio received 34% of the vote, thus putting it 6% ahead of the second place medium of newspapers. This indicates that people are still very conscious of the radio, not only in the office, homes and public meeting places, but in the cars where most people listen to the radio as they drive.

According to the Ski Magazine Survey, 81.8% of the people who ski own one, two, or three cars which usually contain radios. This

number of radios is in addition to the two to three radios contained in many houses in the United States. (The amount of ski advertising on the radio is comparatively low as compared to the great number of skiers who listen to the radio.)

Telephone

The use of the telephone as a means of advertising is not used in the industry to any great extent. Six percent of the people answered they would like to see winter resorts advertised by telephone. When it was narrowed down to the particular medium, only 2% of the people indicated the telephone as their choice, thus proving that the telephone is not a popular form of advertising winter resorts.

The different areas should encourage people to call up for snow condition reports. After the conditions of the snow are given, a fast description of the area might be given, thus encouraging the caller to come to this area. Another form of advertising which seems to appeal to people is an arrangement whereby if you want to find information or make a reservation, the area tells the caller to reverse the charges.

Snow Condition Reports

Although the snow condition reports are not a direct way of advertising, they are perhaps the most important indirect way of advertising for the ski and winter resort areas. These reports are among the most important means of communicating with the public.)

Through these reports a resort area can lose all its business. Many areas do not report the snow conditions accurately as they feel they would lose much of the business if the conditions are anything but good or excellent. But as one skier's answer to question 41 on the Skier Questionnaire shows, such dishonest reports of conditions can do a ski area irreparable harm. Asked for additional ideas or suggestions, this man replied:

I am a man of 45 years of age, myself, my wife and three children have been skiing for the past ten years. We have tried to go to Stowe, Vermont, whenever we could as we enjoy the great variety and grandeur of the area. This year we decided to beat the rush up there and wanted to drive to Stowe for the week end of December 9, 10, 11. We left for Stowe after calling up there from N. Y. C. and hearing that the conditions of the area were good to excellent. Upon our arrival there we were furious to see just a little snow and on parts of the mountain nice green grass showing. Here we had driven 350 miles for nothing. I refuse to return to Stowe, Vermont, and will find many other areas to ski at.

This is typical of what goes on every day during the skiing season. This is one of the main detrements to the sport and one of the major points that people are strongly aware of.

The following figures from the Skier Questionnaire will bear these points out. To the question of whether or not ski reports are made public enough, 43% of the people said they were and 57% of the people said they were not public enough. As the weather plays a major role in skiing, this figure in favor of them being made public enough should be almost unanimous. The follow-up question asked: "Do you think ski reports give the people the information they want to know?" The results

of this question were split evenly in half with 50% saying yes and 50% saying no. Many people interviewed during this writing indicated a great interest in the possibility of developing a nation-wide system to be followed in the rating of these conditions.

Question 21 in the Skier Questionnaire asked the people how reliable they found the information from the other questions to be. In reply, 37% of the people said that the information received was not accurate, 40% said that the information was fairly accurate, and 23% said the information was very accurate. As previously pointed out, information of this importance should be, in all fairness to the consumer, registering a figure of almost 100% very accurate, and yet this area is rated the lowest.

How then, do these reports reach the people? Many areas report the conditions on their own to the various media who, in turn, give a report for the area of the state or the whole state. The following is a list of the different media giving the snow condition reports as computed from question 18 of the Manager Questionnaire.

As can be seen, most of the media of communications are given the ski conditions, but it should be noted that an extremely low number of areas send the conditions to the most popular media such as radio and television, although the newspapers received unanimous vote. This table reveals that only three of the 50 areas report the conditions every day. All others report the conditions on Wednesday and Thursday and these remain the same for the following week when the new conditions

are issued. Each area reports its own conditions and, therefore, each opinion can be influenced by any of the things mentioned earlier in this part of the chapter.

TABLE X
VARIOUS MEDIA REPORTING SNOW CONDITIONS

Radio	30 areas
Daily reports	3 areas
AP	7 areas
UP	6 areas
Television	9 areas
Chamber of Commerce	7 areas
Western Union	25 areas
Newspaper	50 areas
Upon request	10 areas
Travel agency	4 areas
Weather bureau	10 areas
New England Council	6 areas
Telephone	14 areas
Post cards to stores	36 areas (these go out Monday for the week)
AAA	7 areas

(This is one of the greatest problems facing the winter resort areas. The reports sent through the various channels of communication are often misinforming or dishonest. It is also a means of advertising that more often than not will lose customers, rather than bring new customers.)
A possible solution to this problem will be discussed in Chapter VIII.

Road Reports

Road condition reports are frequently given with ski area snow reports. However the respondents to question 20 on the Skier

Questionnaire felt the information given on road reports was inadequate. Fifteen percent of the people said they tell adequately and 85% said they do not tell adequately the correct condition of the roads from these reports. This indicates a definite need for a combination road and ski condition report to be given every week.

Advertising of the road conditions cannot hurt business, but only improve it and be of service to the industry. It is the duty of the industry to inform the public of the hazards to be considered in reaching their destination.)

The AAA reports the road conditions for the week ends and, whenever necessary, they can be called. This is a service supposedly open to members, but one that is used by anyone wanting the information on road conditions. People who ski, however, should have available snow condition reports covering the various ski areas.

Newspapers

The newspaper is the most popular of the various advertising media. The reason being that most people read at least one newspaper a day expecting to find the pertinent information concerning resorts and snow conditions of the areas. It is not everyday that advertisements of the various resorts are found filling the pages, but it can be seen that many of the areas advertise on Thursday and the week ends. The week-end newspapers usually contain a special section devoted to tours and resorts. It is at this time that people planning to go away in the future usually refer to the paper for information on where to stay.

Of all the various media in which the winter resort areas report the snow conditions, the newspaper was the only one to receive a total of 100%. On the Skier Questionnaire the name of the person's favorite newspaper was asked in question No. 27. This was asked to find out what papers were most widely read. Of those interviewed the following seven papers were the most highly read:

TABLE XI
MOST WIDELY READ NEWSPAPERS

<u>New York Times</u>	173 people
<u>Detroit Free Press</u>	36 people
<u>New York Herald Tribune</u>	30 people
<u>Detroit News</u>	27 people
<u>Chicago Tribune</u>	10 people
<u>Boston Herald</u>	13 people
<u>Denver Post</u>	9 people

There were a total of 67 different newspapers listed, ranging from the easternmost part of the United States to the westernmost part of the United States. The following question was, "What is your favorite out-of-town newspaper?" The list for this answer consisted of 37 various papers, the seven most popular being:

TABLE XII
FAVORITE OUT-OF-TOWN NEWSPAPER

<u>New York Times</u>	160 people
<u>Detroit Free Press</u>	33 people
<u>New York Herald Tribune</u>	28 people
<u>Boston Herald</u>	18 people
<u>Wall Street Journal</u>	11 people
<u>Chicago Tribune</u>	11 people
<u>Detroit News</u>	11 people

The following question asked what paper the individual thought to have the best resort and travel section. The result included mention of 22 different papers; the seven most popular were:

TABLE XIII
PAPERS WITH BEST RESORT AND
TRAVEL SECTIONS

<u>New York Times</u>	208 people
<u>New York Herald Tribune</u>	27 people
<u>Detroit News</u>	23 people
<u>Detroit Free Press</u>	21 people
<u>Boston Herald</u>	12 people
<u>Chicago Tribune</u>	10 people
<u>San Francisco Chronicle</u>	10 people
<u>Boston Globe</u>	10 people
<u>Denver Post</u>	10 people

A study of the newspaper question results indicated a strong emphasis upon the larger urban newspapers. This indicates that a great many of the people at ski areas are either from the larger cities or read the papers of the larger city quite consistently. (If the winter resorts advertised in the papers mentioned in the popularity poll, they would be reaching the greatest part of the skiing public. It would also appear that the snow condition reports would be most beneficial in these newspapers, along with the road reports.)

The author was not able to receive a copy of all the newspapers in the popularity poll, but he did manage to receive a copy of the Detroit papers on a daily basis, and the New York Times on a Sunday issue basis.

It was found that in the Detroit papers, the coverage of skiing was reported at a greatly increased rate over previous years. By this is meant that more coverage was given the skiing events and ski areas than ever before. An interesting note was that the Detroit Free Press offered schooling for people to learn how to ski free of charge. It witnessed its greatest enrollment and most successful venture to date in this effort to encourage people to ski. This year's enrollment was listed at 4,500 people.⁶⁵ The New York Times (Sunday edition) covered the ski resorts for the whole country in their travel sections and on the sports pages. The coverage on the sports pages was good, but was not extensive enough as compared to the great numbers of skiers who reside in the New York metropolitan area and the number of people who receive the Sunday Times in other sections of the country. The travel section did give excellent coverage to the winter sports and resort program covering all of the major areas in the United States. The following are a list of articles that appeared in this section:

TABLE XIV

VARIOUS WINTER RESORT ARTICLES APPEARING IN THE NEW YORK TIMES SUNDAY EDITION

- "Winter Vacations 1960," page 1, Dec. 4, 1960
- "Winter Sports in Adirondacks," page 33, Dec. 4, 1960
- "Sullivan County Eyes Cold Cash," page 33, Dec. 4, 1960
- "Skiing Near City," page 35, Dec. 4, 1960
- "Ski Developments in the Catskills," page 37, Dec. 4, 1960
- "Fake Flakes," page 36, Dec. 4, 1960
- "Youth Fills the Berkshires," page 38, Dec. 4, 1960
- "Vermont Banks on a Surge of Skiing," page 39, Dec. 4, 1960
- "National Games, New Ski Lifts in New Hampshire," page 41,
Dec. 4, 1960

- "Listing of North-Eastern Ski Centers and Map," page 43, Dec. 4, 1960
- "Over the Hills," page 45, Dec. 4, 1960
- "Colorado Ski Rush Will Soon Be On," page 47, Dec. 4, 1960
- "Skiing Becomes a Family Affair," page 1, Jan. 22, 1961
- "It All Started with Olympics," page 29, Jan. 22, 1961
- "New Hampshire Prospers in Snow," page 29, Jan. 22, 1961
- "News and Note from the Field of Travel," page 32, Jan. 22, 1961
- "Poconos Enjoying a Busy Winter," page 33, Jan. 22, 1961
- "Massachusettes Enjoys Old Fashioned Winter," page 36, Jan. 22, 1961
- "Vermont Absorbs Record Ski Throng," page 36, Jan. 22, 1961
- "New Mexico's Ski Season," page 39, Jan. 22, 1961
- "Scenic Skiing in Wyoming," page 40, Jan. 22, 1961
- "Maine Promotes Its Skiing," page 17, Dec. 11, 1961
- "Olympic Legacy," page 25, Nov. 20, 1960
- "Skiing Dividends," page 25, Nov. 20, 1960

These are just some of the many articles that appeared in the travel sections of the New York Sunday Times. Many articles appeared during the week. It should be noted from this study that the actual number of resorts that advertised was extremely low in comparison to the publicity of one of the most widely read Sunday newspapers.

(Newspapers are becoming more and more aware of the importance of skiing as a means of recreation and vacation. More and more articles are appearing in travel sections of the paper, sports pages, and throughout the paper.) Although the sport is in the growing stages, it is growing so fast and becoming so popular that a question on the Skier Questionnaire was asked as to, "Do you feel skiing should be covered in the sports pages of all newspapers more thoroughly like football, basketball, and baseball?" The result of this was quite unanimous in favor with 82% saying yes and 18% saying no. The general concensus then is that

people are interested in reading about the sport on a daily basis and being able to follow the results and happenings of the competition here in this country, as well as the rest of the world. It seems that more and more papers are starting to realize this. It would seem that the industry could, if united in any degree, exert influence so that skiing would be covered in the papers more often. Coverage in the sports pages means the name and sport and thrills and life of skiing are going to be kept before the public constantly just like baseball and other sports. This is perhaps the cheapest and best form of advertising.

State Promotion

This part of the study will be devoted to the states of the United States that compete for the skiing market. Many states own and operate many of the ski areas.

State Owned Areas and State Brochures and Publications

As can be seen on the map in Chapter II, there are many states that have enough snowfall to support ski areas. Many of these states have taken the initiative to open and support ski centers and winter resorts for the benefit of the public. In doing so, they have entered into competition with the independently owned areas. States like New York and California would be prime examples of state-owned skiing areas. For the purposes of this discussion the author will use just one example to show the competitive status of state-owned areas. The subject of the example will be the state of California. California contains one of

America's most popular and most up-to-date resorts, Squaw Valley. In this comparatively small area of the state, near the Lake Tahoe region of the California-Nevada border, lies the home of last year's winter Olympics. It was this same area that the International Olympic Committee President Avery Brundage said upon first sight, "It is a hole in the mountain."⁶⁷ The cost of these Olympics is estimated at nearly \$17,000,000 with California contributing approximately \$9 million,⁶⁸ the state of Nevada around 1/2 million dollars, and the U. S. government approximately \$4.5 million.⁷⁰ The remainder of the money is expected to be received from the attendance at the games and the various money-making departments set up around the area.

The Winter Olympics gave skiing free publicity. The full impact and the significance of the games will last for many years. The facilities of the site were built on both state and U. S. Forest Service property, and when the Olympics ended, these facilities became part of a large public parks system.⁷¹ The question now at hand is whether or not a state setup such as this, is good or bad for the rest of the industry.

It is true that state areas create competition for the other areas and that many of the state areas are better than privately owned establishments. It must be remembered that many individuals who are in the business of winter resorts cannot afford to have a plant setup like Squaw Valley or Whiteface Mountain in New York. The state-built areas create the facilities which, in turn, will create the need for many privately

owned sleeping areas to take the forms of hotels, motels, and lodges. Many times, the state can improve upon areas with much easier access to appropriating money over private ownership. An establishment like Squaw Valley had much to do with the sudden boom in skiing industry. The sales of all various areas of the winter sports business from clothes to skis has increased at phenomenal rates since the Olympics. This publicity, given the Olympics, created a substantial amount of free advertising for the industry all over the U. S. A. When state-owned areas open, they usually clear the mountains and set up the facilities and additional needs of areas such as roads, which in turn will leave the way open for many new areas to open within very short distances of where the state area opened.

The question arises as to whether or not the state-owned areas advertise enough. In the Skier Questionnaire it was asked in question 12 whether state promotion of skiing is adequate. The answer to this is that 44% of the people said yes and 50% of the people said it was not adequate. According to public opinion, then, the states can and should promote skiing even more than they are. A comparison can be given showing the two different extremes of state promotion in the states of New York and Colorado.

New York State helps promote skiing by the use of an average-sized brochure, measuring four inches wide and nine inches high.⁷² In this very fine brochure is a map of the different areas and their location with facilities. The folder also contains pictures depicting the fun that

could be had at the areas, a short article entitled "Try Winter for Outdoor Fun," and another article entitled "N. Y. Skiing's Greater Than Ever." The other pages of the brochure given the places that people can call for the Snow Reporting Service, the areas having ski instruction, and ten points on ski safety. The New York Department of Commerce should publish more brochures such as this. For a state that contains 59 different areas and is one of the most highly visited, there should be more information about winter activities. Comparing New York to Colorado, which is probably among the most famous of ski areas in the U. S. A. and the world, the latter produces much more information for the public. The state of Colorado maintains the Colorado Ski Information Center in the city of Denver which takes care of all the public information needs. They produce an excellent book entitled "Manual of Colorado Skiing and Winter Sports 1960-1961 Season."⁷³ This is a 35-page booklet that shows the Colorado ski events, areas, and facilities. With each ski area is a map of the facilities showing the various facilities both on land in forms of accommodations and the various runs and trails on the mountains. It gives all area rates for all facilities, transportation, accommodations, ski shops in areas, and church services. This is the same for each of the areas in the state. Colorado has the best informative piece of state literature on skiing anywhere in the country. In addition to this magazine-type of book is a map of the Colorado highway system and major cities done up in color, with points of interest and various facts throughout.

The Ski Information Center will also send brochures put out by each of the individual areas and will answer and obtain information on a personal basis in a very prompt fashion.

Comparing these two states, there is no comparison in the amount of service offered. Although New York has an excellent brochure, it is not enough and will not cause an impression and thought in the same vein as Colorado. This is a sport that attracts business for the whole state and it must, therefore, be treated as such, receiving an equally proportionate amount of advertising from the state. (The state-owned areas' issuance of printed matter and services could not be classified as direct competition to the independently owned areas but rather as a means of promoting them through an over-all campaign.)

Promotion by Other Industries

The promotion carried on by other industries is playing an important role in the present status of popularity in the sport of skiing and winter resort. The future of this advertising will increase as the sport increases in popularity. In the two following sections, the media of free advertising will be covered and then a comparison given to show the relationship of industry advertising and the ski industry.

Free Advertising

The term free advertising is used in this section to denote advertising by other media, and the ski resort industry does not pay for this advertising. This is one form of advertising that is used often but

the public is not conscious of it. People see free advertising in magazines and newspapers.

The newspapers are one of the best sources of free publicity in the form of articles and sports features. As the sport becomes more popular, the newspapers will feature more articles and coverage on the sports pages, keeping the image of skiing in front of the people at a constant pace. The newspapers carry on free advertising in other areas other than sports pages, namely the travel sections of the papers. Examples of this can be seen in the listing of articles that appeared in the New York Times Sunday edition earlier in the chapter. This type of advertising does not cost a ski area money and yet they benefit from it. Still other forms of advertising are carried on by other industries who use the skiing background as a basis to advertise their product. More of this will be said in the following section of this chapter.

The various magazines on the newsstand carry articles that deal with the increased popularity of skiing, such as the article appearing in Life Magazine entitled, "The Harsh Magic of Moscow Winter,"⁷⁴ which did not have to do with the United States, but with probably our greatest competitor in the world today. This article dealt with skiing and thus maintained the image skiing creates in the minds of people both here and other parts of the world, the fun aspect to the sport. Articles have appeared all through the winter months in such magazines as Sports Illustrated, Holiday Magazine, Saturday Evening Post, Time, Life Magazine, Readers' Digest, Look Magazine, Newsweek, New York Times

magazine section, and many others.

The media of free advertising creates a constant image that is needed to keep the sport and fun involved before the American people. As previously mentioned the American people must constantly be reminded of things in order for them to be aware of them.

Relationship of Industry Advertising and Ski Industry

Thus far, the free advertising aspect has been discussed in general terms. Just what are some of the industries and different ways we see this carried on will now be discussed. The newspapers were covered sufficiently in the section before and earlier in the chapter. The industries using the backdrop of skiing are such advertisements that appeared in numerous magazines throughout the course of the winter months:

TABLE XV

SOME COMPANIES WHICH CREATE FREE ADVERTISING FOR SKIING

Shavemaster Razor
MG Motor Cars (England)
Tareyton Cigarettes
Renault Dauphine Auto Company
Miller High Life Beer
Chemstrand Nylon
Teacher's Highland Cream Blended Scotch
American Express Traveler Checks
Oldsmobile
AC Fire Ring Spark Plugs
Schlitz Beer

These are just examples of the many that appeared in national magazines. These advertisements all carried a background of either the action involved in the sport showing thrilling pictures or in the fun and social aspect of the sport. The image is created and is then followed through by the industry involved and other industries.

Other forms of industry advertising which help promote skiing such as the Sunday, February 19, 1961, issue of the New York Times which contained much advertising by major stores in New York City. They all carried advertisements for stretch pants. Stretch pants are part of the skier's outfit. The following quote will indicate the trend that is evolving as a result of skiing styles.

An important trend in ski wear for marketers to bear in mind is this: What skiers wear is becoming a fashion pace-setter in the U. S. Although there are no statistics to prove it, skiers as a group are probably more receptive to changes in style than nonskiers and are quick to pick up "something different." After all--ski stretch pants need not--and should not--be limited to skiers. The same thing applies to after-ski boots, fur and gay quilted parkas.

Why shouldn't the housewife in Westport, Conn.; Moline, Ill.; or San Jose, Cal., wear these clothes when she shops in her home town? This is a very big winter clothes market--but ski togs are the pace-setters. It's the identity that is important to marketers. Skiing has a glamour about it which can be sold to the general public.⁷⁵

The above two quotes are offered as examples of the strong trend of identification with skiing currently popular in the nation.

The identity of the sport is ever present. The various airlines advertise ski trips and package deals. The Automobile Clubs of the various states (AAA) publish a magazine that is sent to its members, and

usually contains at least one article in the course of the winter for the skiing enthusiasts, such as the January, 1961, issue of Motor News for the state of Michigan. In this issue an article entitled "Winter Goes Schuss-Boom!" appeared. The television industry in televising such events as the Dartmouth Winter Carnival also plays a vital role in developing public acceptance of the sport. Radio reports on weekly snow conditions are also becoming vital to the skiing enthusiast.

As can be seen, there are many ways that free advertising is carried on for the winter resort industry. The industry must continue to create industries to use the image as a background. Free publicity can be extremely beneficial to the winter resort industry.

CHAPTER VI

STATUS OF SKI RESORT INFORMATION SOURCES

In this chapter an investigation will be made into the information and the reasons why there is an increase in the amount of advertising. Another area which will be delved into is the availability of public information on new ski areas. A limited analysis will be made into the difficulties involved in obtaining information about new ski areas. To conclude, this chapter will describe the amount of advertising that is utilized by ski resorts.

Effects of Advertising Due to Competition

The winter resort industry has developed in the past decade as the by-product of the enthusiasm for skiing. In this short time there has been tremendous development in the industry, which in turn, has provided the resorts, clothiers, and equipment people connected with the sport an expanding market area. The competition is not one which has resulted in a cut in price. The present demand is greater than the supply in many areas of the market, therefore, the prices in these areas remain what could be termed high as compared to other sports. In the years to come there will be more area operators, stores, goods, advertising, and possibly lower prices. All sources agree that at this stage of skiing's growth, no other recreational sport promises such a large potential market for American manufacturers.⁷⁶ At the present

time some interesting results have been found through the use of two questionnaires which now will be discussed.

In the Manager Questionnaire the following questions were asked:

12. When did your ski area open?
13. How many years have you been advertising?
14. Do you increase your advertising each year?
15. Has your business volume increased each year?

Analyzing each question individually and then adding the results from some other questions asked, one will be able to see indication of the effects of advertising due to competition. The following is a listing of answers given by respondents to question 12.

TABLE XVI
LIST OF WHEN SKI AREAS OPENED

<u>Years</u>	<u>Number of Ski Areas Opening</u>
1940-1945	1 ski area
1945-1949	6 ski areas
1950-1955	10 ski areas (5 opening in 1949)
1956-1961	11 ski areas
	23 ski areas (10 opening between 1960-1961)

The above table depicts the steady increase within the industry, with the greatest growth in ski areas in the period 1960-1961. The average ski area in the sample has been in existence for nine years. The average number of years that each of these areas advertised (question 13) was six years. There is a difference of three years in the above averages. The author believes these areas could have made greater

utilization of advertising. Thirty-five respondents to question 14 reported increases in advertising expenditures in proportion to the growth of their ski area, while 15 respondents reported no increase in advertising expenditures. The respondents to question 15 unanimously reported a business volume increase each year. One can see from observing the answers to questions 12-15 that business has increased, competition is definitely increasing, advertising is increasing but not in proportion to the increased business volume. These increases in business show that new and improved areas are starting to open. The 10 areas which opened in the 1960-1961 season indicate that more areas will be forming the core of the market, thus creating direct competition to existing areas. From these indications the already existing areas will have to start advertising so that they will not lose business to the newer and brighter areas.

Another indication can be observed from the response to question 11 on the Skier Questionnaire. The response from this indicated that 57% of the people thought that ski and winter resorts did adequate advertising. This is not a strong indication for only a little over half of the people held this opinion, whereas, 43% did not feel the advertising campaigns of the resorts were adequate. The figure to be concerned with is the second figure of 43% who believed they were not being reached in the proper form. If advertising reached this 43%, then the various areas conducting the most effective campaigns could enjoy a decided increase in their business.

By coincidence, the results to question 33 were identical to those of question 11 in the questionnaire. In the Skier Questionnaire, 57% of the respondents said they thought people were made aware of the fun in the sport of skiing, while 43% did not believe this to be true. Once again, it is this 43%, who indicated through their answers that skiing was not publicized enough, and the fun aspect of the sport and life was not being effectively displayed to the American people. If these two figures had varied, then an indication would be hard to determine, but, with the figures being identical, it is definitely indicative of advertising shortcomings in all forms.

Question 2, in the Manager Questionnaire, asked the managers and owners if they advertised out of state. Of the 50 returnees, 33 said they did and 17 said they did not. A ski area depends on people from around the area, state residents, and out-of-state residents. Almost any industry, and especially the hotel and resort industry, relies on a diversified market.

In the Skier Questionnaire, the people were asked in question 35 what they thought to be the best publicized ski and winter resort area in the United States. The results were as follows:

TABLE XVII
BEST PUBLICIZED WINTER RESORT AREAS

<u>Area</u>	<u>Percent in Favor</u>
Aspen, Colorado	25%
Stowe, Vermont	25%
Sun Valley, Idaho	25%
Squaw Valley, California	11%
Mt. Snow, Vermont	5%
New York State	3%
Snow Valley, California	2%
Sugarbush, Vermont	1%
Boyne Mountain, Michigan	1%
Bromley, Vermont	1%
Alta, Utah	1/2%
Loveland, Colorado	1/2%

Aspen, Stowe, and Sun Valley, the three principal areas, each received a 25% vote as being the best publicized ski areas in the United States. This is not surprising, since all three of these actively advertise, not just in ski journals and ski newspapers, but in various kinds of magazines, newspapers, travel sections and other available media. These areas are the foremost leaders of the industry in all respects, and are regarded as the best publicized ski and winter resort areas. The reason being that these three areas' names have been built up and put before the public's eye.

The other areas in the rating are mostly newer areas, and have not been able to advertise on as large a scale as the three leading areas. However, these areas do advertise to some extent and this has resulted in the build up of a following and reputation, with prospects of challenging the three leading areas in years to come. Note should be

taken that 11% of the people believe Squaw Valley to be rapidly gaining public recognition. Squaw Valley opened only one year ago and already the public rates it as the fourth most popular and best publicized area. Squaw Valley obtained much fame from the Olympics, but it has continued its excellent advertising campaign and should soon challenge the first three leading areas for national prominence.

One should keep in mind that when an area has a reputation, as these areas have, the reputation benefits not only the area, but also the individual skier. Major areas, which have wide public acceptance, can depend upon travelers and visitors coming to their area.

Obtaining Information on New Ski Areas

The question raised is how and where do the new and potential skiers find ski area information? The Skier Questionnaire, question 13, asked, "When looking for a new area, where do you seek information?" The following were the results to this question.

TABLE XVIII

WHERE TO OBTAIN INFORMATION ON NEW AREAS

Friends	28%
Stores	13%
Magazines	13%
Chamber of Commerce	12%
Newspapers	9%
Ski Clubs	7%
Brochures	5%
Maps	3%
Travel Agent	3%
AAA	2%
Travel Association	2%
Ski Resorts	1%
Ski Shows	1%
Radio and TV	1%

The above figures are astounding since the greatest number of people received information about new ski areas from friends and not through advertising media. Twenty-eight percent obtained new ski area information from friends. (There is an indication that people do not have easy access to information and must ask friends where they have skied, in order to learn about a new area.) Thirteen percent of the sample found information available at stores. This percentage appears accurate, because some stores will promote certain areas on their own. Thirteen percent find out about new areas from magazines. The results are poor for one must keep in mind a large part of this 13% will probably constitute the readers of the various skiing magazines. The number is very small in all respects and indicates that ski areas do not advertise enough in the magazines that are the best sellers from week to week. The Chamber of Commerce is next with 12%, and this would indicate that the chamber is not referred to enough for ski information. There is an indication that more information about skiing is needed in newspapers. The figure for ski clubs is adequate and will rise considerably as all the new ski clubs continue to organize. The rating brochures received is suprisingly low, 5%, and there are indications that the areas themselves do not distribute their brochures effectively to prospective customers. The oil companies are increasing the production of special winter editions of state maps showing where the ski areas are located. Thirty-seven percent of ski area information was obtained from the travel agency. This is a low percentage when the travel agency is becoming an increasing promoter

of ski vacations. The resorts have failed to associate themselves with these offices to the extent of the airlines and boat lines. The AAA and travel associations would also be a potential source of ski information. The low frequency, 1%, of resorts advertising for other resorts is expected since relatively few areas will tell someone to go and try another area. Ski shows, as they become better organized and more popular, will attract increasing numbers of people. The next figure is perhaps the most important to the future of the skiing industry. The media of radio and television account for only 1% of the information supplied when looking for a new area.

Referring back to question 17, on the Skier Questionnaire, which asked what one medium would be most likely to reach the respondent, the following were the first three preferences:

Radio	34%
Newspapers	28%
Television	13%

When comparing the above figures to question 13, a definite lag is shown in the area of radio and television as far as advertising ski areas is concerned. The same could be said for newspapers which received only 9% of the vote in this question, as compared to 28% in question 17 (Appendix A). This indicates one lesson for the skiing and winter resort industry. In the future, the publicity of the resorts should be centered around the media which will reach the greatest number of people.

The 14th question in the Skier Questionnaire asked if one finds difficulty obtaining ski information: 27% answered yes and 73% answered no. There is an indication that through the media given in the listing, the majority did not find difficulty in obtaining information. The follow-up question asked the 27% what information was hard to find, and the following significant answers were revealed:

TABLE XIX
WINTER RESORT INFORMATION HARD TO FIND

Snow reports	43%
Information on accommodations	18%
Description of areas	12%
Where to ski	10%
Costs involved	7%
Road conditions	6%
Type rental	3%
About instruction	1%

The information in the above table should be noted for it comprises 27% of those who ski. One can see that a very effective brochure could be produced which would cover all the different areas of discontent mentioned such as the New York brochure discussed in Chapter V.

Difficulties Involved in Obtaining New Information

This section will in part summarize the preceding section. As indicated in question 13, in the Skier Questionnaire, conversations among friends are at the present time the most effective way of finding information on new areas and places to visit. Verbal communication is

one form of free advertising and is needed in every industry to create a good name and good will. This does not infer that other media should not be used to publicize skiing. Question 11 in the Skier Questionnaire showed that 43% of the people found difficulty in obtaining information on skiing resorts and centers. It would appear the media of advertising can be greatly increased to service the needs of the skiers.

Another point is that if the information that is received is not accurate, then difficulty is created for the enthusiasts. The answer to question 21, in the Skier Questionnaire, indicates that the majority of the respondents were not satisfied with the quality of information they received. The following returns to information received indicated:

Not accurate	37%
Fairly accurate	40%
Very accurate	23%

This shows that many people are dissatisfied and unhappy as to information they have received. The greatest percentage said it was fairly accurate which is still below the range of what a service of this nature should be. The smallest percentage is 23% instead of being located in the 90% category. A service which is created by a service industry should be informative, correct, and satisfactory to the public. The difficulties involved are many: (1) main areas are not advertising enough, (2) inaccuracy of information, and (3) nonavailability of this information for the public.

Amount of Advertising by Ski Resorts

In this section, the author will correlate the answers of the Manager Questionnaire with the Skier Questionnaire. First, the author will discuss the answers to questions in the Manager Questionnaire. Second, information obtained from the Skier Questionnaire will be described. Third, a comparison of this information will bring into summary the results and answer to the amount of advertising done by ski resorts. No attempt will be made to determine how much money should be spent and how much is spent on advertising because many resorts refuse to disclose financial figures of this nature. The amount spent on advertising will vary according to the ski area.

The following information was received as a result of the 50 returned Manager Questionnaires. The first question asked the managers and owners how they have attempted to advertise their resort. The following are the results:

TABLE XX

HOW RESORTS ADVERTISE

Brochures	12	Newspapers	17
Mailing lists	4	People	2
Ski magazines	29	College papers	1
Television	5	Publicity trips	1
Radio	8	Movies	2
Travel agencies	4	Ski map	2
Speeches	1	Transportation co.	3
Billboards	5	Bumper strips	2

The totals from the first question show that, on an average, each resort uses six different methods of advertising their area. The next question asks how much is spent per season on advertising. Out of the total number of areas that answered this question, the average amount of money spent per area was \$6,684. Then, to exclude the six major areas of national prominence, the average amount of money spent per area would drop to approximately \$1,800. The six major areas that were dropped spend on the average \$32,000. One should keep in mind that the larger areas receive more free advertising and publicity, since it is these areas that are always publicized to depict the growth and fun of skiing. The larger areas will receive free publicity which cannot be transformed into monetary value. The next question asked, whether or not the resort advertises in other parts of the world. The answers to this question were that three of the areas did advertise in Europe and 47 did not advertise outside of the United States. The next question asked if they advertised on the highway; 50 said yes and 50% said no. The average number of billboards was six per area. All areas reported a yearly increase in business volume. The next group of questions presented to the managers and owners were numbers 16, 17, and 18. The answers to number 16 were in reference to promotion of special package deals. The results are as follows:

TABLE XXI
PROMOTION OF PACKAGE DEALS

Learn to ski weeks	21 areas
Package ski vacation	19 areas
Ski weeks	23 areas
Special group functions	10 areas

The 17th question asked if the areas report ski conditions. Forty answered yes and 10 answered no. In question 18, the chart indicating the results can be seen under Snow Condition Reports in Chapter V. These are the facts that were reported by the owners and managers of the various resorts.

The following is a run down of the questions, in the Skier Questionnaire, which relate the reaction of these facts just stated. The first question indicated that 57% said yes to the question asking if winter resorts do adequate advertising whereas 43% said they did not. Question 34 asked if winter resorts and skiing are advertised enough; with 56% responded yes and 44% responded no. The 44% gave the following reasons:

Limited to ski magazines	30%
Quote prices but do not tell you what you are getting	15%
Inadequate program	39%
Should emphasize social aspect of sport	14%
Not enough emphasis on family skiing	2%

Question 18, in the Skier Questionnaire, asked if ski reports were made public enough; 43 stated yes and 57% stated no. The following question asked if ski reports gave the people the information they wanted to know with a 50% favorable return and 50% unfavorable return. Question 20 asked if reports on road conditions were adequate; 15% answered yes and 85% answered no. Question 22 asked if "learn to ski weeks" are publicized enough: 43% stated yes and 57% stated no. Question 23, a follow-up to question 22, asked if the skier had ever participated in one of these programs: 23% answered yes and 77% answered no.

The last question taken from the Skier Questionnaire, number 36, asked what one thinks the biggest boost to skiing has been in the last ten years. These are the results:

TABLE XXII

BIGGEST BOOST TO SKIING IN LAST 10 YEARS

T-bar, chair lifts, etc.	13%
New and larger facilities	13%
1960 winter Olympics	12%
Better safety equipment	9%
Clothing styles	7%
Advertising	7%
Higher incomes	5%
Fun and more leisure time	5%
World War II new skiers	4%
New roads and better transportation	4%
Artificial snow	4%
Better accommodations	2%
Metal skis	2%
Winter vacations on increase	2%
More ski schools	2%
Ski clubs	2%
Ski package deals	1%
Cheaper equipment	1%
Racing programs	1%
Ski movies	1%
Short-ee skis	1%
Less cost than past years	1%
More ski stores	1/2%
Health	1/2%

The following will be a correlation of the skiers' replies with the managers' replies. The managers and owners use many different media of advertising, but one should note that no one medium is used extensively. For example, only 17 owners used the newspaper and eight used the radio. This would account for the figure of 43% stating that resorts do not adequately advertise, and 44% stating they do not advertise enough. The scope of the advertising campaign cannot be large, since the average amount spent on advertising was approximately \$1,800. This could be the reason for the results to questions 3, 4, 19, 20, 22, and 23.

The average advertising figure, \$32,000, spent by the major areas is not very high, but for the industry as a whole, this would account for the 7% that was awarded to advertising as the greatest boost to skiing in the last ten years, question 36. The question of whether the resorts advertise in other parts of the world will be discussed in Chapter VIII. Fifty percent of the areas said they advertised on highways with six billboards being the average. The public, from their indication in the other questions seemed to think that the winter resorts did not advertise adequately. As indicated in question 16, in the Manager Questionnaire, the majority did not lean towards promoting ski weeks. The author believes the promotion of ski weeks could help boost the mid-week business. The reaction to the above question asking if ski weeks were publicized enough: 57% of the skiers said they were not publicized enough and 77% said they never participated in a ski week program. Forty of the area owners and managers stated that they report ski conditions at least once a week, however, 50% of the public said the reports do not give the people the information they want to know.

The chart showing the decided increase in skiing in the past ten years, is indicated by the answers to question 36. It was shown only 7% thought of advertising as a boost to this sport, while many other indirect factors connected with the sport were named. These are the feelings of the general public who are aware of the various aspects of winter resorts.

CHAPTER VII

WORLD INFLUENCE IN WINTER

RESORT ADVERTISING

This is perhaps the most important chapter of this study because the total U. S. winter resort industry faces world-wide competition. Many countries have skiing, and it is these as well as the great European resorts that will be discussed in this chapter. Although skiing has long been popular in many parts of Europe, other countries such as the United States have become ski conscious only in the past two decades.

With the information in the earlier chapters acting as a background, the author will investigate the rate of increase in ski vacations in the U. S. The major mode of travel will be discussed as to the price structure and the reduced rate in cost of travel. A report will be made on airline prices. The world market will be studied in reference to attracting foreigners to the United States to spend a winter vacation. The last section of this chapter will cover private ski clubs and the so-called package deals they provide for their members.

World Ski Vacation Trends

The income of the American people has been increasing with all indications pointing to a steady rise in the years to come. The combination of the higher income and more leisure time has created a trend toward more travel. In the past, vacations were taken in the form of summer excursions to all points on the earth. The sport of skiing has

grown at a fast pace resulting in the desire of the American skier to ski in other parts of the world where climatic and geographical conditions differ from those in the States.

These trips were expensive until the airlines entered the picture. Jet travel began in the year 1959 and trips that once took 16 hours now take half the amount of time.⁷⁷ This has been an influencing factor in winter travel.

At one time, winter in Europe was the slack tourist season. Tourists did not regard winter as the time to tour Europe until the sport of skiing caught on in the land of the greatest modern-day travelers, the American people. The following pages will describe some of the trends in world travel that are evolving in such a way that they play an important role in the future of the American skiing industry.

According to Ski Magazine survey conducted in 1958, 3.8% of the American skiers skied in Europe.⁷⁸ This figure has increased considerably due to the large increase in skiers in the past three years and the added promotion by foreign airlines and foreign travel agencies. The questionnaire by Ski Magazine also indicated that 89% of the American skiers leaving the U. S. visited Canada.⁷⁹ These are the earliest indications that could be found to show the start of interest in skiing in other parts of the world other than the United States. The government of the Province of Alberta indicates that they have a budget of \$6,000 to promote skiing in Alberta through the various media in the United States.⁸⁰ The letter from the government office indicated that no set figure on American

skiers was ever accounted for but that people from this country have been skiing in Canada for the past 25 years with a decided increase each year.⁸¹

Other areas of Canada are creating direct competition for the American ski resorts, of which, the strongest is probably the Laurentian area containing a large number of snow-covered mountains and picturesque resorts. The Canadian resort operators are publicizing the fact that it is now possible for a person to fly from New York City aboard a Trans-Canada Air Lines Viscount or Eastern Air Lines Electra to Montreal in approximately 90 minutes.⁸² If the individual wants, he can have a car waiting for him at the airport equipped with a ski rack at no extra expense. These are some of the ways that the airlines are encouraging people of this country to ski in Canada. They are creating a novelty for the people and are merchandising their product of service and skiing. Other areas of Canada are trying to increase the amount of tourism that is taking place. The city of Vancouver, British Columbia, boasts three major ski areas with one of them containing the largest ski lift in Canada, which is just outside the city limits of Vancouver.⁸³ The tourist agencies in this area are publicizing it as the "neighborhood Alps" referring to the city and its closeness to the United States.⁸⁴ Vancouver is preparing for more Americans to visit their nearby ski and winter resort areas. The main attraction to this region is the lower rates and the closeness to the city.⁸⁵

Europe, the next main area of travel outside the United States contains probably the largest and best skiing areas in the world with resorts that are of various magnitudes ranging from dormitories to luxurious hotels. The Skiing Publishing Company, found that of a sample of 26,000 skiers, people traveling to Europe are on an increase.⁸⁶ The Austrian State Tourist Department estimated that in the last year about 4,000 American people skied in Europe.⁸⁷ Other indications of increases in Americans visiting these countries to ski are statements from the French and Italian agencies which report substantial increases. A letter received from the Italian airlines Alitalia indicates that they have been advertising ski trips to Europe for the past three years with a substantial increase in money spent for advertising each year due to the increased business witnessed.⁸⁸ It is explained in the letter that "Americans have been going to Europe to ski in increasing numbers."

The number of tourists coming to Italy from other countries is substantially below the number of American tourists.⁸⁹ Italy also has summer skiing. Many areas have snow for excellent summer skiing which is starting to attract more people.⁹⁰ The scenic Italian towns surrounding the ski areas make this one of the world's greatest ski attractions. The year 1962 will witness an ascension to Italian skiing for it will be in this year that the longest auto tunnel in the world will be completed. The tunnel will run through Mont Blanc and enable skiers to travel in any weather from France to Italy.⁹¹

Switzerland is associated with the word skiing. The

Swissair Airlines has been promoting skiing to their country since the late 1940's with an estimate for the past few years of a thousand skiers a season going over on their planes for the purpose of skiing. Quoting a letter received: "A substantial amount of our national advertising budget is allotted to the promotion of winter business."⁹²

People enjoy visiting resorts in Switzerland for many reasons. First, aid is given to the budget-minded individual. The skier when landing at a Swiss airport is advised to buy a "Holiday Ticket" if he plans to use the railroad or buses. With this ticket, which is a set-fee in price of \$4.20, the purchaser is entitled to a round trip fare ticket to any resort in the country. The tourist has up to 50% reduction in fare wherever he elects to travel thereafter.⁹³ The traveler can purchase a European alpine club ticket which costs \$5.00, thus saving the tourist 20% on ski lifts and overnight stays. In Switzerland during the skiing season, the traveler is able to stay at good accommodations for as little as \$5.00 a day with meals.⁹⁴

Second, Switzerland has helped promote ski camps for youngsters whereby these teen-age boys can come to Switzerland for three weeks in the winter and attend the ski camp at Lenk, Switzerland. They stay a week at the camp, a second week spent visiting Swiss families, and the last week is spent visiting all the outstanding ski areas in the country.⁹⁵

France is famous for the ski area Courchevel, which is considered the most Americanized ski resort in Europe.⁹⁶ This resort

was started ten years ago with the first establishment in the area being an old broken-down farmhouse. Today this area is covered with many luxurious resorts and reservations are needed if one plans to stay there. The expense involved is very slight as compared to the prices in the United States for similar accommodations.

There are many other countries in Europe which have not been covered; basically these areas are similar to Switzerland. The most amazing thing of skiing the Alps is that a ski run is anywhere from ten to 15 miles long. Many of trails start in one country and terminate in another. The skier, upon skiing down the Alps, is liable to encounter all the various kinds of snow. These are the things that help make a skiing vacation so enticing to the Americans visiting Europe.

There are two unpublicized areas in Europe which offer the tourist the most economical budget in the Alps. These two countries are Yugoslavia and Spain. The outstanding areas in Spain have excellent resorts where a person can stay for \$6.00 a day with room, board, and use of all facilities. The Yugoslav country has potentially good areas but has major transportation problems at the present.⁹⁷ Strides are being taken to improve these conditions and within a year or two the American people can expect a strong promotional campaign to ski in these countries.

Many other countries that are associated with skiing such as Norway have not promoted skiing to the American people until 1961, when campaigns were started to lure the traveler to their country as a

result of the jet plane. Both the Scandinavian and Pan American World Airways will begin non-stop jet flights between New York and Oslo in April, thus bringing the flying time between these two points to about 6-7 hours.⁹⁸ This will pave the way for a decided increase in promotion for skiing in Norway next year.

To move away from Europe there are many areas that are starting to develop their skiing facilities, and within a short time be associated as both a hot weather climate and a cold climate country. For example, the months of June through October are the winter months of Chile. The Lan Chile Airlines has been advertising skiing in Chile for the past two years. They estimate that 30 people were flown via Lan to ski in Chile the first year and about 47 the second year. They are expecting about 100 or more this year which would be a decided increase.⁹⁹ The mountains of this country are excellent for skiing with most of the skiing taking place above the timberline so that there are large open slopes that are both suitable for the beginner and the expert.¹⁰⁰ The atmosphere created at these resorts in the Andes is the equivalent of that found in Europe, with prices being even lower than Europe and plane fare being equal.¹⁰¹ Other South American countries offering excellent skiing are Argentina and Bolivia who advertise the world's highest ski area at 18,000 feet.¹⁰² People can ski the year-round at this area.

Further south in another direction is the continent of Australia, which like the United States, is witnessing a tremendous

skiing boom. Quoting from the Ski Magazine:

What special features would make a long trip to Australia worth-while? We offer our own special brand of hospitality and atmosphere based on our vigorous and hearty way of life. We are happy to match our apres ski delights with anyone. It will be a ski vacation entirely different from any you've experienced.¹⁰³

Future plans call for more chair lifts, modern luxury motels, heated swimming pools and other facilities which will make the country of Australia aboe to compete with the world's other great winter resorts.¹⁰⁴

The island of Hawaii has skiing potential that, at present, is not developed, although people do ski. Skiing takes place on Mauna Kea which has an elevation of 14,000 feet. A road goes up part of the mountain, and it is hoped that within a short time the road will be extended. At this time the development of ski resorts will take place with Hawaii then being able to offer winter and summer recreation.¹⁰⁵

Many other areas around the world are developing facilities for skiing so that they can attract tourists, especially the fast-moving American tourist who is becoming very ski conscious. An example of this is Thailand. It is hoped that the increased ease and time saved by jet planes will open this far-off country to the tourists.¹⁰⁶ To quote from the article entitled "Report from Siam," "A major publicity campaign has been launched. Hopes are high for a booming tourist trade in coming seasons."¹⁰⁷ This country in the Himalayas has one of the world's most promising undeveloped skiing regions. The Indian government currently is planning to spend \$2 million on the resort project, beginning with an access road, hotels and a ski lift.¹⁰⁹

Another example is New Zealand. Although at one time this country was considered inaccessible, the jet has now brought it much closer in travel time. The government in this small country works closely with the tourist agencies in the promotion of skiing. People will hear more about this ski country in the future.¹⁰⁸

These are some of the many countries in the world that are entering the ski market. The trends taking place are a result of the jet age coming to life and time traveling to and from countries being decreased. Trans-Atlantic air carriers registered increases in American skier traffic, ranging from approximately 20% to 129%.¹¹⁰ General Tours' skier bookings doubled last season. Pan American World Airways reports that between 3,400 and 3,700 people fly to Europe just to ski during the course of a single year, which indicates a strong trend.¹¹¹

As was mentioned at the start of this section, one of the reasons for the increase in traveling is due to the increase in vacation travel. An estimated 120 million people take vacation trips in the course of a year, as compared to 90 million in 1950.¹¹² At the close of World War II, 80% of the firms offered maximum annual vacations of two weeks. Now over 80% of the companies offer maximum vacations of three weeks or more.¹¹³ A decade ago, less than 10% of all vacations were during the winter, as compared to 17% today.¹¹⁴ The outlook for the future indicates that winter travel will rise with an extremely large increase in skiers traveling to the different lands to try the facilities and vacation resorts.

The foreign traveler usually plans to spend at least six days at each resort which would allow the individual to take advantage of the special rate on facilities for this period of time. This is the reason why many of the tours usually include two of the main resorts. In addition, when visiting a limited number of resorts, the traveling expenses on the continent will be considerably lower.¹¹⁵ Inexpensive tours enable an individual to travel in the Alpine countries while experiencing the world's greatest skiing.

Some of the airlines that are promoting skiing are Pan American, Air France, Lufthansa, KLM, Swissair, Alitalia, SAS, Lan Chile, and many others. By reducing their rates during the off season period, October through March, the airlines provide the skiers with transportation at a moderate cost, while at the same time enjoying great revenue. It is reported reduced rates for skiers have resulted in a 100% increase in ski season passenger travel for some airlines.¹¹⁶ As a result of this air fare reduction, as was indicated by Swissair, mid-November tour bookings equalled the total number made for the previous winter.¹¹⁷ This led the airlines to predict a 60% increase in 1961 over 1960 tours, which were priced at \$538.20.¹¹⁸ Other airlines immediately felt the new demand as KLM announced a 40% rise in winter tour bookings and Lufthansa with a 30% increase.¹¹⁹

Airline Ski Deals

This title is indicative of the ingenuity of the airlines to foresee the growth of skiing and offer special reduced rates so that they

would increase their business. The reduction in fares has created additional business for the airlines, therefore, there no longer is an off-season for airlines and resorts.

The 1960-1961 winter season saw a reduction by all the airlines in their tour structure so that the emerging product would be the new 17 day ski package. The financial figures of the airlines will only allow the 17 day excursion which comes during the off-season of October through the end of March.¹²⁰ A family is able to save up to \$150.00 by taking advantage of off-season rates.¹²¹ A ski tour is suggested for people flying to Europe for the first time to spend a winter vacation.¹²² This relieves the traveler of all worries as to where to go and where not to go as well as many financial involvements.¹²³ These conducted tours leave one free to enjoy the skiing and resort life. When signing up for one of these conducted trips one pays for a package deal which includes all expenses and, therefore, the only other costs involved are shopping in Europe. The itineraries of these arranged tours can include virtually any resort the particular individual desires.¹²⁴

According to the International Air Transport Association, during the month of October, the first month that the new fares were in effect, Europe-bound traffic rose 127% over the same month of the previous year.¹²⁵ This does not indicate that the increase was completely due to skiers, but that a good part of the increase was as a result of skiers is known. Records are now being made as to how many people actually are travelling to Europe during the winter months with the specific objective of skiing.¹²⁶

The lower prices during the off season do not alter the type of plane used. The jet planes are used with skiers going on either a Boeing 707 or Douglas DC-8.¹²⁷ The passengers are allowed to carry 44 pounds of ski equipment for a charge of \$7.00.¹²⁸ The reduction in fares places a limit in regard to travel on the person skiing in Europe. This year is a test period. The airlines report that if the experiment proves to be successful, next year one will be able to enjoy longer excursions for lower fares.¹²⁹ The question might be raised as to how low the fares will be in a few years from now. The rates will not be able to go much lower than they are now. Another reduction in fare would bring the price within \$100 more than it costs to fly with a chartered group which is usually done by ski clubs and groups. This is the main competition of the major airlines now. They feel that if they can get their price to within this limit, the people would rather have the luxury, comfort, and convenience of jet planes over the chartered club planes. This would create the weighing by the traveler of the great time difference involved in jet and non-jet planes which would most likely favor the jets.¹³⁰

All of the airlines publish very attractive brochures which include information to plan a ski vacation. The following is a list of information that is included in the brochure issued by Air France.¹³¹

TABLE XXIII
INFORMATION CONTAINED IN AIRLINE BROCHURE

17 day ski tour covering two resorts. Day by day schedule
 Hotel expenses in each country
 (Listing of hotels in Austria, France, Germany, Italy and Switzerland)
 (Ski itinerary to visit three resorts with a complete 21 day itinerary
 figured out)
 (Cost of Trans-Atlantic transportation including all the major departing
 areas)
 Listing of 17 day excursion fares
 Explanation of the family plan
 (Listing of hotels that serve breakfast giving a minimum and maximum
 rate)
 Rent-a-car and ski where you want section
 Map of the Alps
 Pictures
 Small write-up on Austria, France, Germany, Italy, Switzerland
 Map of the Alps
 Ski school rates at each resort
 (For men and women a complete list of what to take in the form of clothes)
 Information on booking conditions

This brochure, as well as the others put out by other airlines, supplies the traveler with the needed information. The pamphlet is well produced and creates the incentive to ski in Europe. On the following page is a listing of the plane rates.

The price reductions of all the airlines for the family plan are the same. The airlines offer various types of tours which are conducted by known skiers who have become associated with the particular airline. An example of this is the Alitalia Airlines tour with special guide, Bob Gison. This tour costs \$649.00 and takes the group to Chamonix, France and St. Moritz, Switzerland. The tour price includes transportation, hotels, meals, transfers (transfer of luggage from place

TABLE XXIV

JET FARES TO EUROPE¹³²

Round trip to	From New York		From Anchorage		From Los Angeles	
	Excursion fare*	Economy class**	First class	Excursion fare	Economy class	First class
Geneva	425. 60	561. 60	975. 60	975. 60	656. 60	1, 303. 40
Milan	449. 00	585. 00	1, 024. 20	680. 00	816. 00	1, 352. 00
Munich	432. 80	569. 80	982. 80	663. 80	799. 80	1, 310. 60
Oslo	425. 60	561. 60	975. 60	620. 60	756. 60	1, 267. 40
Stockholm	475. 10	611. 10	1, 025. 10	670. 10	806. 10	1, 316. 90
Zurich	425. 60	561. 60	975. 60	656. 60	792. 60	1, 303. 40
Family plan less		150. 00	300. 00		150. 00	300. 00

*During ski season (winter months)

**During non-skiing season

to place), interpreter assistance, service charges, taxes, and tips. This is a 17 day tour that is an example of the type offered by all the airlines.¹³³

This concludes the picture of the airlines' ski package deals that have taken form within the last year. The author has not delved into the other countries in other parts of the world due to the fact that most of them are in the process of starting out in their campaigns to promote airline package deals. Mention should be given to Lan Chile who has entered the competition for skiing during the months of March through October when it is summer in the United States. The Lan Chile airlines has come out with a low priced package deal for the skier. Its tours are comparable to those of Europe.

The airlines want skiers because of their slack period from October to March 31, which corresponds to the Alpine ski season. With the increase in travel for the sport taking place, the future will see longer and less expensive tours and trips which will enable even more people to afford this type vacation.

World Ski Market for U. S. Ski Vacations

Thus far the discussion has been centered around the new developments in airline travel and reduced airline fares to ski in other parts of the world. Nothing has been mentioned about bringing the people from the Alpine countries and other parts of the world here to ski. It is true that the skiing facilities in other parts of the world are

superior to those in the United States. However, the United States has more to offer in the way of sights and possibilities of touring trips combined with skiing trips. Up to now, it has been a one-way road with Americans leaving the country and no foreigners coming here in return. Supposedly, one of the major complaints is that the cost of living here in the United States is too high for a foreigner. This is true, but areas could be open in the form of special rates which would permit these people to see the United States.

A question facing the United States government, at the present time, is one of the outflow of gold to other countries. Studies have started toward promoting various programs which would cut down on the gold outflow. One of the main areas that is being discussed at the present time is the number of tourists going to other countries and the extremely low amount of people coming to this country. The amount of people traveling in all seasons has increased tremendously in the past ten years as the following chart will indicate.(Table XXV).

From this chart one can see the substantial increase in U. S. tourists going to other countries. A larger increase in foreign travel is expected in 1961 by U. S. citizens due to the increased amount of winter traveling abroad. Table XXVI indicates the net amount spent by U. S. citizens in foreign travel and the total United States receipts from tourism.

TABLE XXV
UNITED STATES FOREIGN TRAVEL INCREASE¹³⁴

Year	U. S. carriers (all forms)	Foreign carriers	Expenditures in foreign countries	Total
1950	\$123,000,000	\$145,000,000	\$ 754,000,000	\$1,022,000,000
1953	198,000,000	179,000,000	929,000,000	1,306,000,000
1954	209,000,000	183,000,000	1,009,000,000	1,401,000,000
1955	258,000,000	201,000,000	1,153,000,000	1,612,000,000
1956	301,000,000	238,000,000	1,275,000,000	1,814,000,000
1957	322,000,000	261,000,000	1,372,000,000	1,955,000,000
1958	359,000,000	320,000,000	1,460,000,000	2,139,000,000
1959	388,000,000	382,000,000	1,610,000,000	2,380,000,000
1960	420,000,000	442,000,000	1,788,000,000	2,650,000,000

TABLE XXVI
U. S. OVERSEAS EXPENDITURES AND U. S. TOURIST RECEIPTS¹³⁵

Year	Total net U. S. foreign spending (in millions)	Total U. S. tourist receipts (in millions)
1953	1,108	620
1954	1,192	660
1955	1,354	710
1956	1,513	760
1957	1,633	805
1958	1,780	825
1959	1,992	900
1960	2,230	1,000
Totals	12,802	6,280
U. S. tourist spending		\$12,802
Minus U. S. tourist receipts		6,280
		<u>\$6,522</u>

The United States experiences a substantial deficit in foreign travel receipts as compared to the expenditures of U. S. tourists abroad. The United States lacks a central promotional office which would bring tourists to the U. S. A. At the present time, there is a bill in Congress to encourage people from other countries to come here.

The following are written comments on the question as to whether the particular airlines have brought people to the United States to spend a winter vacation such as those spent in other countries by Americans. Alitalis Airlines reports, "Up to now we have not registered any traffic of passengers whatsoever coming to this country for skiing vacations."¹³⁶ Lan Chile Airlines says, "We believe that there has been no advertising for skiing vacations in the U. S. A. outside of this country."¹³⁷ Swissair comments, "Although we are actively engaged in the development of European tourists to come to the States, we have not as yet been able to sell Europeans the idea of skiing over here due to the fact of the rather high accommodation prices in this country. Up to this time the Europeans who come over here are normally on study trips in connection with their type of business and the real European tourist is not as yet in the position to afford a U. S. holiday."¹³⁸ Swiss National Tourist Office reports, "We do not believe that the United States has ever made any effort in promoting skiing in the United States as compared to other countries."¹³⁹ These quotes indicate that the U. S. government has contributed little to an industry that has a potential of bringing in large sums of revenue. The whole tourist industry could

benefit by encouraging tourists to ski in this country. The skiing industry could find a new market to explore, but to date, they have been as backward in this area as the government. The question on the Manager Questionnaire that asked, "Do you advertise in other parts of the world?" received the following response--three out of the 50 respondents said they advertised in other parts of the world. This is an extremely low figure due to the fact that almost every ski area in Europe advertises or is promoted through its government in publications and various media throughout the United States.

Steps have been taken to bring people to this country. KLM Airlines, for example, has a special program that is aimed at bringing Dutch citizens to the United States. The airlines has put out a book that stresses the point that you can see New York for as little as \$12.50 per day.¹⁴⁰ This new program has increased the KLM Airline traffic from Holland to New York by 20%. A KLM spokesman noted that "a great many Dutch people have always thought of the United States as an expensive place to visit. The \$12.50 a day program is changing this."¹⁴¹ This foreign country with a new program in the near future could be beneficial to the winter resort industry. Over-all travel within the United States is on the increase this year according to an American Express Travel Survey.¹⁴² "Reverse tourism" is finally starting with a growth being seen in the number of foreigners visiting here. The survey indicates that visitors coming to the U. S. will increase as the red tape is cut, so that visits here can be as pleasant as possible.¹⁴³ The

future looks bright but only if the government starts to promote tourism in the United States for all the different seasons.

Private Ski Club Package Deals

Thus far all the areas of travel for ski vacations have been exposed with the exception of one, private clubs. These clubs do not take advantage of the reduced rates to fly to Europe, but charter planes, charging members approximately \$100.00 less than the commercial airlines.

These group tours are conducted similarly to the tours of the airlines and travel agencies. The differences are that the rate is lower because it is a group that is renting the whole plane. In order to charter a plane, one hundred people are needed. The government will not allow non-club members on these chartered flights. It is estimated that some 6,000 skiers will fly across the Atlantic with their destination the different parts of the Alpine slopes. There will be a total of 70 charter flights leaving various parts of the United States, which indicates an increase of 30% over last year.¹⁴⁴ The use of charter planes can run as low as \$200 round trip if the plane is completely filled. The use of chartered planes has an advantage over the jet planes in that they can land at any airport, whereas jet planes must land at larger airports.¹⁴⁵ The jet plane has revolutionized the industry from the standpoint of travel.

CHAPTER VIII

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary

The purpose of this study was to carry on an investigation into an area of the winter resort industry that has not been studied to date. Information about the winter resort industry was needed, in order to find out the type and the amount of advertising that is conducted by the industry. A questionnaire was employed to find the reaction of the general public to the various methods used within the industry. This was distributed to the people who visited certain areas. A second questionnaire was distributed to the managers and the owners to find the viewpoint of the management level.

Chapter II contained a brief review of the geographical implications that are involved within the skiing industry. A geographical discussion was broken down into investigations of location, climatic influences, snow machine implications, and new ski area developments. The already existing ski centers in the United States are located within the snow belts. Some regions not located in snow belts are now able to develop ski centers due to the invention of snow machines.

Chapter III dealt with background information which was necessary for an advertising study. This was carried on through the use of a general qualitative market analysis which discussed class appeal, the family aspect, mobility of the skier, age, sex, educational background and income level.

Chapter IV made an investigation as to the potential of the market. The areas covered measured trends such as the number of skiers, distribution of the market areas, increased competition due to more ski areas entering the market, higher incomes, more leisure time, and longer and increased number of vacations.

Chapter V dealt with returns from two questionnaires to determine the public's opinion of the various media used to advertise winter resorts. Different media were discussed in relation to promotion by the winter resorts to create demand for their areas. The road condition reports were treated with equal consideration, for although they are not media, they convey information to the public. The second part of Chapter V dealt with state promotion and competition. A comparison was used to indicate the differences in the promotions that different states use. The comparison was centered around the type of material that is distributed to the public upon request. The last part of the chapter concerned itself with promotion by other industries with the main emphasis pertaining to the creation of free publicity, and the relationship of industry advertising.

Chapter VI was concerned with the status of the various ski resort information sources. Once again, as in most of the other chapters, the use of the questionnaire results was of pertinent importance to determine the validity of the discussion. The areas of importance being covered were: (1) the effects of advertising due to competition, (2) difficulties involved in obtaining information on new ski areas, and (3)

the amount of advertising carried on by ski resorts.

Chapter VII described the readily increasing competition the U. S. winter resorts face from abroad. This chapter discussed various world ski vacation trends, airline ski package deals, the world market for U. S. ski vacations, and the very fast-rising private ski club package deals.

Findings, Conclusions, and Recommendations

The objective of this study was to investigate the various advertising components of the United States winter resort industry and make recommendations for a more effective sales promotion program. Through the use of the questionnaires, interviews, and other information, the following conclusions or observations were derived from the study:

17. Through the increasing number of new inventions taking place within the industry, the sport and life involved in the sport of skiing will be reaching more people every year. The advent of snow machines, for example, has made skiing possible in the southern states.

8. As was indicated in Chapter III, the people of the United States seem to be aware of the sport of skiing but not of the fun that is involved in the sport. It is up to the resort managers to advertise and promote the fun aspect that is connected with the sport itself.

1. This study revealed that, with the continued rise in the personal income level, the amount of money spent on luxuries will increase. The projection for 1970 indicates a substantial increase in the

family income, thus leaving paths open for increased leisure and vacations.

The amount of advertising at the present time, however, is not stimulating enough to encourage the winter vacationer to take his vacation at a winter ski resort. There is a great need to increase the velocity of winter resort advertising so that the area of encouragement toward the above problem is met. Managers should plan advertising campaigns that will be effective in attracting new clientele.

2. This study indicated that there is a definite age group that could be appealed to in advertising. At the present time there has been no appeal to any particular age group since much of the advertising and promotion is limited to the listing of areas and their locations. It is suggested that the industry should direct an advertising and promotion campaign aimed at the following age groups:

ages 19-30 consist of 33% of the skiers
ages 30-45 consist of 45% of the skiers

All indications are directed towards more skiers coming from the age group of 19 and under in the future.

The findings indicated that more women are becoming interested in winter resorting and, therefore, a direct promotion campaign could be and should be centered around the appeal to the female. Such a campaign could stress styles in all ski clothing and equipment. In addition, stress could be increased on the glamour aspect of the sport.

9. The future outlook for skiing is extremely bright with new areas opening every year at an increasing rate. This should reach a

point in the near future where a leveling effect will be felt. Increased advertising will delay the establishment of an industry plateau.

5. At the present time the ski publications are published over a six month span covering October through March. All the indications from this study show that there is a need to extend the publishing of these magazines to either nine months or a full year. People are becoming more conscious and aware of world-wide ski events. Increasing interest in this sport leads to style consciousness, perhaps more so than other sports. The new styles are usually revealed over the summer months, but are not advertised to the skiers until October when the season is ready to start in most places. People today are planning vacations, and because of this they would like to know about new and improved places so that over the summer months they can allow a certain amount of time and money for ski vacations in the winter months. It is strongly suggested that a study by the ski industry magazines be carried on to see if their subscribers would be interested in either an extension to nine months or a full year of publication.

10. The amount of billboards used by resorts should be increased, due to the high percentage of cars used to reach ski areas. These billboards create an excellent way to advertise a resort and if properly formulated can be very effective. The size and location of billboards would depend upon the individual area.

4. Radio and television should be taken advantage of for the use of advertising the winter resorts. Television advertising could illustrate

skiing as a refreshing, exciting, interesting, and appealing sport.

Radio, T.V., and other media should be used more often to reach the public and make them aware of skiing. Ski associations could produce ski shows taking the form of instructions and pictures of the experts.

Major ski events and races should be televised.

14. The use of newspapers for creating an image through the sports pages is being carried on with an enlarged scope each year. Stronger strides could be made if the use of a joint effort was made by all the industries involved. A suggestion for promotion would be to enter a complete section on skiing in the Sunday newspapers. This could be the function of a National Ski Association of Winter Resorts if such an association ever comes into existence. This practice is carried on to some extent by industry, state government, and education.

15. More newspapers should be encouraged to carry on programs on the same order as the Detroit Free Press. This newspaper provided free ski lessons to 4,500 people in 1960-61. More promotion of this type is needed.

16. Ski resorts and communities should use more direct mail advertising. Ski area mailing lists should be maintained.

12. The major cities such as New York, Chicago, Detroit, and others, should have a ski information center. More centers, such as these, could be used to gather and distribute information on the various ski areas within the state.

13. A National Association of Winter Resorts was proposed in the Manager Questionnaire (Appendix C). Results to this question showed some interest in the development of such an association. It is strongly suggested that major cities and resort owners join forces to distribute information through such an organization. This organization could be used as a center for people from other countries to write, when they are planning an excursion to this country.

3. The study indicated a strong need for accurate snow condition reporting. The only way this goal could be reached would be to have a set of standards that were set for the nation and reported by an organization that each of the areas would subscribe to. This organization would have to have a reputation for accurate reports. The telephone directory should contain telephone numbers whereby a person could call for information on snow and road conditions.

7. The study revealed that the advertising in ski publications reaches a limited number of people. There is a definite need to extend advertising in ski publications, as well as in all other newsstand magazines. The newsstand magazines will reach a far greater number of people than any one industry magazine. This was proved by the three most popular ski areas who are the three ski areas that use the newsstand magazines in addition to ski publications to advertise.

11. The study indicated a definite trend taking place for people to travel outside of the United States to ski and see new and different countries. Little indication was shown for people coming to the United

States for the same purpose. The practice has not been to advertise in other countries. In order to level the exchange of skiers, the resorts in this country should start a campaign to encourage people of other nations to ski here. A national organization should take the form of representing the industry to advertise to other countries the benefits of skiing in the United States.

6. The study revealed that a good part of the advertising that is carried on is reaching only the people who do ski and not the potential skier. Campaigns should be instituted to reach the potential skier so that a continuous flow is effected. This could be done by effective advertising on T. V., radio, magazines, and newspapers. The people must be shown by pictures and demonstration.

Suggestions for Additional Research

The study is now concluded with just one phase of winter resort activities being covered. The industry is growing rapidly. Many areas have not been investigated in this study with the following being some suggestions for additional research.

1. A study to set up a standardized method of reporting snow condition reports.
2. A study to be conducted on the trends taking place in travel with the future being kept in mind in regard to the industry in the states.
3. A study to investigate the means of forming a U. S. governmental organization that would promote the traveling

experiences that could be gained by foreigners in this country with emphasis on winter resorts and skiing.

4. A study into the possibility of organizing an association that would be representative of the whole winter resort industry on a national basis.
5. A study into the specific effects that the snow machine has had on the nation in regard to skiing.
- 6... The investigation into the effects that new roads, highways, and turnpikes, in addition to the jet age and improved bus and train facilities have had in the development of skiing throughout the United States in the past 50 years.
7. An investigation or study into the problems connected with feeding at a ski lodge, with special attention to alleviating the long lines for food.
8. A study into the changing economic effects that have occurred since the end of World War II, and their effects on the growth of skiing.

APPENDIX A

APPENDIX A

ANDREW PESKY
OWEN GRADUATE CENTER
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

SKIER QUESTIONNAIRE

The following questionnaire is designed to analyze the skiing situation with the emphasis pertaining to advertising and promotion. With this information I hope to generate new ideas that will make your winter vacation more enjoyable.

1. How long have you been skiing? _____ years.
2. How does skiing rank with other sports you participate in?
 - a) skiing is my favorite sport _____
 - b) skiing is one of my favorite sports _____
 - c) like other sports better, but still like skiing _____
3. What influenced you to start skiing? _____
4. Do any other members of your family ski? YES _____ NO _____
5. How many are there in your skiing party? _____
6. How many days each year do you ski? _____
7. How many different ski areas did you visit last year? _____
8. Your means of transportation when going skiing?

automobile _____	plane _____	combination of these _____
train _____	bus _____	please specify _____
9. Do you think signs on the road advertising ski areas are:

poor _____	average _____	good _____	excellent _____
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10. Have you been able to obtain adequate travel information in regard to ski areas? YES _____, NO _____
11. Do you believe the winter resort and ski areas themselves do adequate advertising and promotion? YES _____ NO _____

12. Do you think the state promotion of skiing is adequate?
YES _____ NO _____
13. When looking for a new area, where do you seek information?

14. Do you find difficulty in obtaining ski information?
YES _____, NO _____
15. If the answer is YES, what kind of information is hard to find?

16. Through what media would you like to see this made available?
television _____ newspapers _____ mail _____ radio _____ ski
information centers _____ magazines _____ telephone _____
others _____
17. As far as you yourself are concerned, which one medium would
be most likely to reach you? _____
18. Do you think ski reports are made public enough?
YES _____ NO _____
19. Do you think ski reports give the people the information they want
to know? YES _____ NO _____
20. Do you think these reports tell adequately about the road conditions?
YES _____ NO _____
21. How reliable have you found the information you have received to
be in regard to any of the above questions? _____
22. As you see it, are "learn to ski weeks" publicized enough?
YES _____ NO _____
23. Have you ever participated in a ski week program?
YES _____ NO _____
24. What is your favorite newsstand magazine? _____
25. What is your favorite ski publication? _____
26. Do you think ski publications should be published all year, or just
for the skiing season, and why? _____

27. What is your favorite newspaper? _____
28. Do you read about skiing in the newspaper often?
YES _____ NO _____
29. What is your favorite out-of-town newspaper? _____

30. What newspaper do you believe to have the best resort and travel sections? _____

31. Do you feel skiing should be covered in the sports pages of all newspapers more thoroughly like football, basketball, and baseball? YES _____ NO _____
32. To what extent are people becoming more aware of the sport of skiing?

Very much more aware _____ Not more aware _____ More aware _____
33. Do you think people are made aware of the fun in the sport of skiing? YES _____ NO _____
34. As you see it, are winter resorts and skiing advertised enough?
YES _____ NO _____

If answer is NO would you explain why? _____

35. What do you think to be the best publicized ski area in the United States? _____
36. What do you believe to be the biggest boost to skiing in the last 10 years?

1. _____

2. _____

AND FINALLY SOME PERSONAL INFORMATION THAT WILL HELP
US ANALYZE THE SURVEY BETTER

37. Male _____ Female _____

38. Where is your home? _____

39. Your age? _____ years.

40. Your occupation _____

41. I would appreciate any ideas or suggestions that you have to
offer.

NO NEED TO SIGN YOUR NAME

THANK YOU

APPENDIX B

APPENDIX B

RESORT _____

ANDREW PESKY

LOCATION _____

OWEN GRADUATE CENTER

MICHIGAN STATE UNIVERSITY

EAST LANSING, MICHIGAN

MANAGER QUESTIONNAIRE

The following questionnaire is designed to analyze the skiing situation with the emphasis pertaining to advertising and promotion of the winter resort industry. With this information I hope to generate new ideas that will make the vacation during the winter months more enjoyable.

1. How have you attempted to promote and advertise your resort?

2. Do you advertise out of state? YES _____ NO _____

3. How much per season do you spend on advertising? \$ _____

4. Where do you advertise? _____

5. What company handles your advertising? _____

6. What different media do you advertise in? _____

7. Do you advertise in other parts of the world?
 YES _____ NO _____

8. If the answer to number 7 is YES, what methods do you use?

9. Does your resort area appeal to certain occupational groups?

YES _____ NO _____

10. Do you do advertising on the highways?
YES _____ NO _____
11. If so, how many billboards do you have? _____
12. When did your ski area open? _____
13. How many years have you been advertising? _____
14. Do you increase your advertising each year?
YES _____ NO _____
15. Has your business volume increased each year?
YES _____ NO _____
16. Do you advertise any of the following?

LEARN TO SKI WEEKS _____ SKI WEEKS _____
PACKAGE SKI VACATION _____ SPECIAL GROUP FUNCTIONS _____
17. Do you report the ski conditions?
YES _____ NO _____
18. By what means, and at what time do you report the ski conditions?

19. How do you feel about a national association of winter resorts?
Would such an association benefit the industry in that it could
advertise for the whole industry on a national basis?

THANK YOU

APPENDIX C

APPENDIX C

A NATIONAL ASSOCIATION OF
WINTER RESORTS

The last question posed to the managers and owners of the resorts, in the Manager Questionnaire, read as follows: "How do you feel about a national association of winter resorts? Would such an association benefit the industry in that it could advertise for the whole industry on a national basis?" This question was placed in the questionnaire to receive opinions from the area owners and managers. Some thought was given to have an organization on the order of the other phases of the industry such as the American Hotel Association, etc.

The response to this question can be seen by some of the following comments the managers and owners had on the subject:

Mt. Snow, Vermont: "Not much interested--could be cumbersome and it would have to be well done if at all."

Grizzly Peak, Montana: "I don't think it would be very practical. It is difficult enough to get the job done with the existing regional Area Operators' Association. Distance and the different problems areas have in relation to their geographical location do not suggest to me that a national organization would be efficient."

Holiday Mountain, New York: "Believe best results would be achieved by operators on a sectional or regional basis."

Cliffs Ridge, Michigan: "Too time-consuming and not productive of tangible business results."

The following are some of the responses that have been in favor of this type of an organization:

Mt. Telemark, Wisconsin: "It is the most needed thing in the business today. We will have to come up with an organization similar to bowling ABC or Golf's PGA if we are going to make this a mass sport."

Pico Peak, Vermont: "An organization of this type could promote more because of more dollars to work with. This, of course, would give the winter resort national recognition that only happens now on a state or regional basis."

Black Mountain, New Hampshire: "This idea has some merit--would be hard to organize."

Killington Ski Area, Vermont: "If we could combine all the present efforts, yes. There are getting to be so many publications and associations that resorts do not know who and what to support."

Concord Hotel, New York: "We should have such an association and it would definitely help the smaller places who cannot afford to advertise as much. Skiers will double in the next five years and someday everyone in the world will want to ski in the United States in terms of how Switzerland is now."

Dutch Hill, Vermont: "Perhaps the greatest benefit and one that is needed would be an exchange of ideas among people of the industry. There is no central core now and it is needed."

As can be seen, both sides of the argument have been presented. Further study should be made into this area and would

require research by interested parties. This research would, in the opinion of the author, be of substantial benefit to the development of winter resorts.

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