

MM
GY Origin

**We think
outside.**



**Origin is a marketing,
creative and content
agency specializing
in the outdoors.**



An aerial photograph of a dirt trail winding through a dense forest. Two people on bicycles are visible on the trail, one in the upper right and one in the lower right. The forest floor is covered in green ferns and mossy logs.

Our mission:

**Inspire people
everywhere to
play outside.**





We inspire people to go places

MMGY Global is the world's leading integrated marketing company specializing in the travel, tourism and hospitality industry.

01

**Branding +
Campaigns**

02

**Digital
Experiences**


03

**Video +
Content**

04

**Social
Media**

Our clients:

 Lululemon

L.L.Bean

 ASPEN
SNOWMASS


WHISTLER BLACKCOMB


TAIGA MOTORS

Smartwool

CANADA 


BIG SKY
MONTANA

 HydraPak

FLEET  FEET

JAY  PEAK

MEC

MMey Origin

Taking Control of Your Brand





Harold Hotelling was a Stanford University economist who defined an economic theory he named the law of averageness. The law of averageness states that “rival sellers tend to gravitate toward each other – in location, price, and product offerings – because otherwise they risk losing some of the broad mainstream of customers.”



In other words, when competitors in the same industry find a successful product/service to offer and a certain way to position it, the easiest way to capture their market share is to sell the exact same thing in the exact same way.



Problem

How can we create and control a truly unique brand in an industry where we are offering a similar product and faces a similar set of challenges?

For ski area managers, this economic theory spawns the question: how can we create and control a truly unique brand in an industry where everyone is operating the same way?

Solution

Define + Deliver

Our simplified answer? Define & deliver. A.K.A, have a clearly articulated brand and dedicate resources to maintaining it.

Agenda

- 01 **What makes a strong place brand?**
- 02 **Ski area brand challenges**
- 03 **Defining: brand articulation**
- 04 **Delivering: brand maintenance**
- 05 **Your questions**

What Makes a Strong Place Brand?



Before diving into to the challenges we've seen ski areas face when it comes to controlling their brand, we want to acknowledge what success looks like for a place brand.

A solid brand

A solid brand acts as a touchstone and a rallying cry that guides and inspires the entire organization to strengthen its resonance with its guests, residents and its people.

A solid brand acts as a touchstone and a rallying cry that guides and inspires the entire organization to strengthen its resonance with its guests, residents and its people.

This is important because this is specific to place brands especially who, like yourselves, are not only looking to own the perceptions and associations your best guest or target audience may have, but who are also looking to gain buy in from stakeholders like employees and residents.

01

Define Brand Articulation

What kind of experience do we promise to provide anyone who visits the place, ensuring that it is differentiated from our competitors?

02

Deliver Brand Maintenance

How do we make good on the promised experience we provide and keep it consistent across channels, seasons, departments and guest touch points?

A strong brand is able to:

- **Define** the kind of experience they are promising to provide for their guest and market the destination in alignment with that promise, ensuring it is differentiated from the competition.
 - Brand articulation
- **Deliver** on the promised experience by keeping it consistent across channels, seasons, departments and guest touchpoints.
 - Brand maintenance

01 - Define - Brand Articulation

**Defining helps
to create the right
perceptions/expectations**

Through defining your brand, you are able to create and own the right perceptions and expectations with your guest.

Delivering helps to create the right associations/experiences

Through consistent delivery, you are able to create and own the associations and experiences with your guest.

SUPER,
NATURAL
BRITISH
COLUMBIA
CANADA



So what does a solid place brand case study look like? In full transparency, Origin is not the agency who co-created this, however, we like to use Destination BC as a great example of when defining and delivering on a brand comes together.

After speaking with 10,000 consumers in key markets globally, 115 visitor center employees from across the province, 350 industry stakeholders in a series of regional workshops and 600 more in online surveys, Destination BC underwent a brand articulation process which defined the brand they are today.

Their promise? That BC's powerful nature will bring out the best in each guest. That to visit BC is to be transformed and renewed.

Their essence? 'Wild at Heart'

Strong Place Brand - Example



Be transformed by the power of wild places

Since this process, they have consistently referenced their brand articulation and the experience they are looking to deliver to BC guests in their advertising, corporate strategy and service plan.

Strong Place Brand - Example



Vancouver Is Awesome

<https://www.vancouverisawesome.com> › highlights › f... ⋮

Free day passes returning to these 5 busy BC parks

Jun 15, 2021 — Last July, the day-pass system required park visitors to book a free online day pass before they entered Mount Seymour, Golden Ears, Garibaldi, ...



CityNews

<https://vancouver.citynews.ca> › 2022/06/08 › bc-parks... ⋮

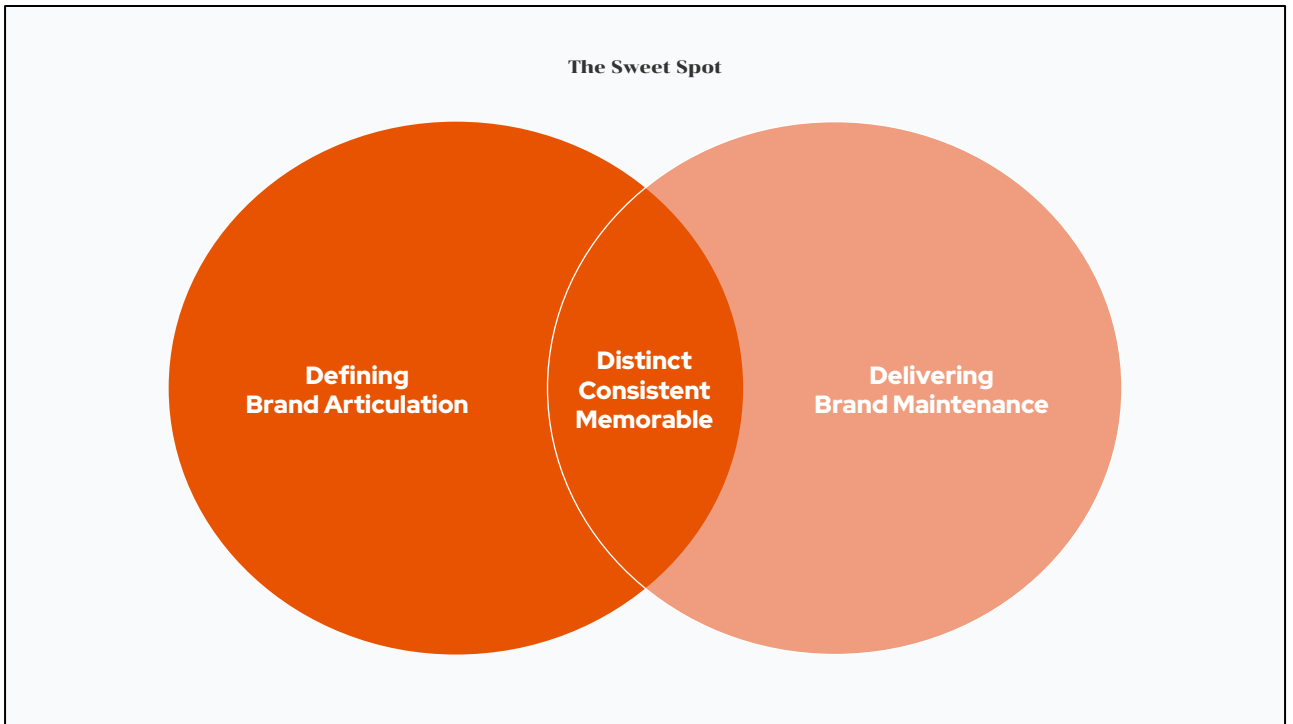
BC Parks day passes required for three areas in 2022

Jun 8, 2022 — Last year, the program was in place for five busy parks — Garibaldi, Golden Ears, Mount Robson, Stawamus Chief, and Joffre Lakes. Changes after ...



From managing visitor volume provincially through seasonal and geographic dispersion to developing online and on-demand industry training and resources for provincial tourism organizations, Destination BC continues to deliver on their brand promise.





When a place brand has been clearly defined and delivered, we begin to see this intersection where a brand becomes distinct, consistent and memorable. This is the place where we can control the narrative and own the perceptions and associations people have of us, because there is no misalignment between the expectations and experiences.

A solid brand is:

- **Distinct:** ensuring everything we do is attributed to us
- **Consistent:** leading to recognition and the right associations + perceptions
- **Memorable:** making it easier to recall

Ski Area Brand Challenges



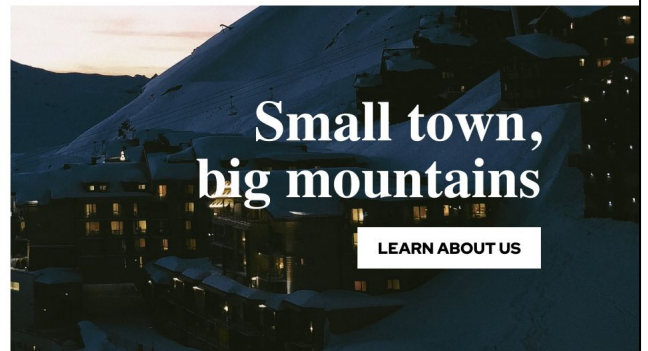
The two main challenges we've noticed our resort partners face are a result of not having a strong enough overlap in the slide above.

Problem

How do we differentiate ourselves when when we all have a similar product and are going after a similar audience?

The first stems directly from Harold's theory- how do we differentiate ourselves when we all have a similar product and are going after a similar audience?

How do we become **distinct**?



Of the 40 ski area home pages we explored, many of which NSAA attendees, over $\frac{3}{4}$ were using their landing page to communicate operational information, summer booking information or 23.24 season's pass sales. One dedicated their homepage to mountain coaster reservations. And only three explained who the heck they were.

This is not to say that the other information isn't important. Your guest wants to know lift closure statuses and you have an obligation to sell tickets and book lodging. However, a brand's home page is often the first owned channel where your guest is landing and a key touchpoint in defining who you are.

This is just one example of a channel where we see ski areas falling into the trap of communicating their functional attributes and benefits over more differentiated brand messages. If we were to do a similar audit of pre roll, social, or CRM, we feel that we may continue to see the law of averageness have its hand in the creative.

Problem

How do we remain consistent when we have different profit centers, programming and seasons that all require their own teams, objectives and advertising?

The second challenge we see ski areas face is consistency. And for a good reason. How can we remain consistent when we have different profit centers, programming and seasons that all require their own teams, objectives and advertising?



Time again we see place brands who have done the work, or at least in part, to define who they are and yet the final communication, visuals and experiences that guests have are inconsistent. It may be that your summer operations have a completely different creative expression than you're winter operations. It may be that you position your brand as a gateway to wild spaces and raw alpine environments yet the first thing a guest sees when driving up is a putt putt course and a mountain coaster.

Only when we have nailed consistency with both our advertising and our experience can we own the associations people make with us.



It's important to note that a successful brand is developed over time; it can take years and even decades for a brand to reach maturity, which is why it's critical to invest ample time and effort into developing your brand strategy now.

It took NIKE 17 years to develop and execute on the brand strategy they have today—and it could take you a lot longer—especially if the work that needs to be done involves investing resources into aligning the reality of your brand experience with your brand strategy.

And it's a lot cheaper to develop shoes than gondolas.

The good news: as your brand becomes more established, both within the culture of your company or organization and within the minds of your guests and stakeholders, it tends to be increasingly self-perpetuating.

Defining

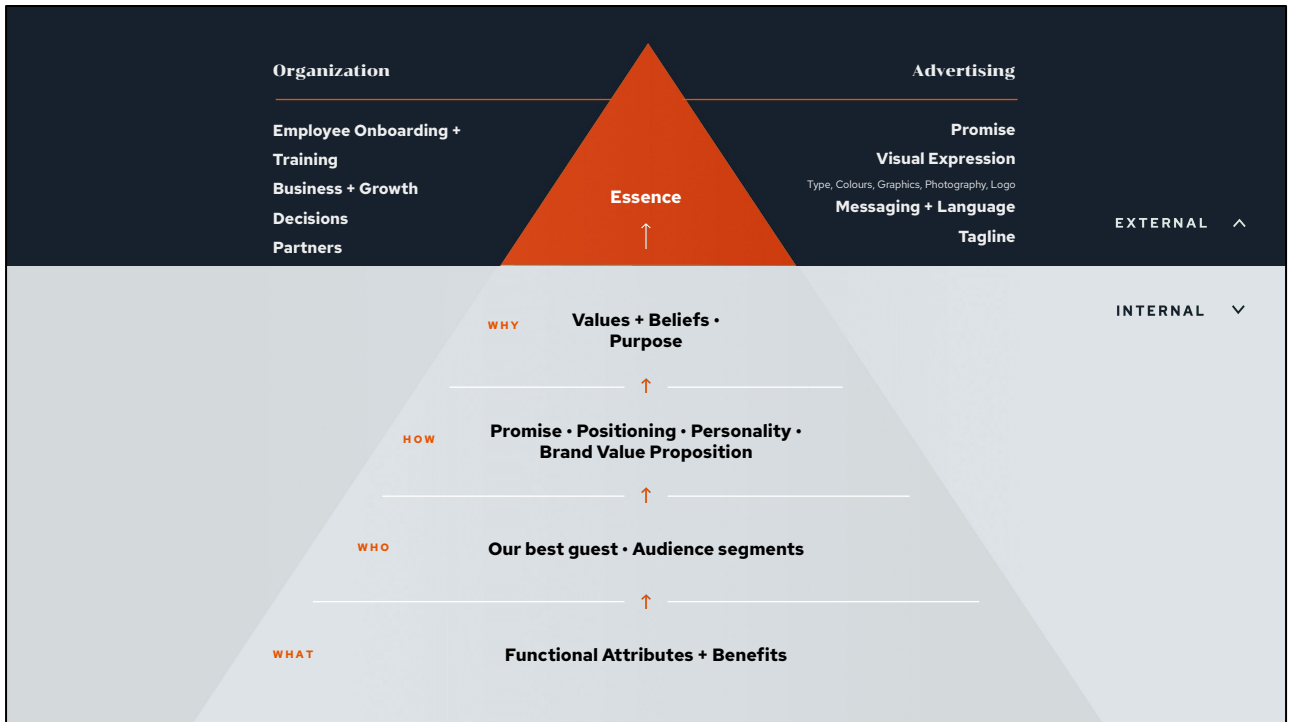
So how do we begin to take control and own our brand? We start with defining it.

Defining through:

Brand Articulation



And that's done through a clearly defined brand articulation.

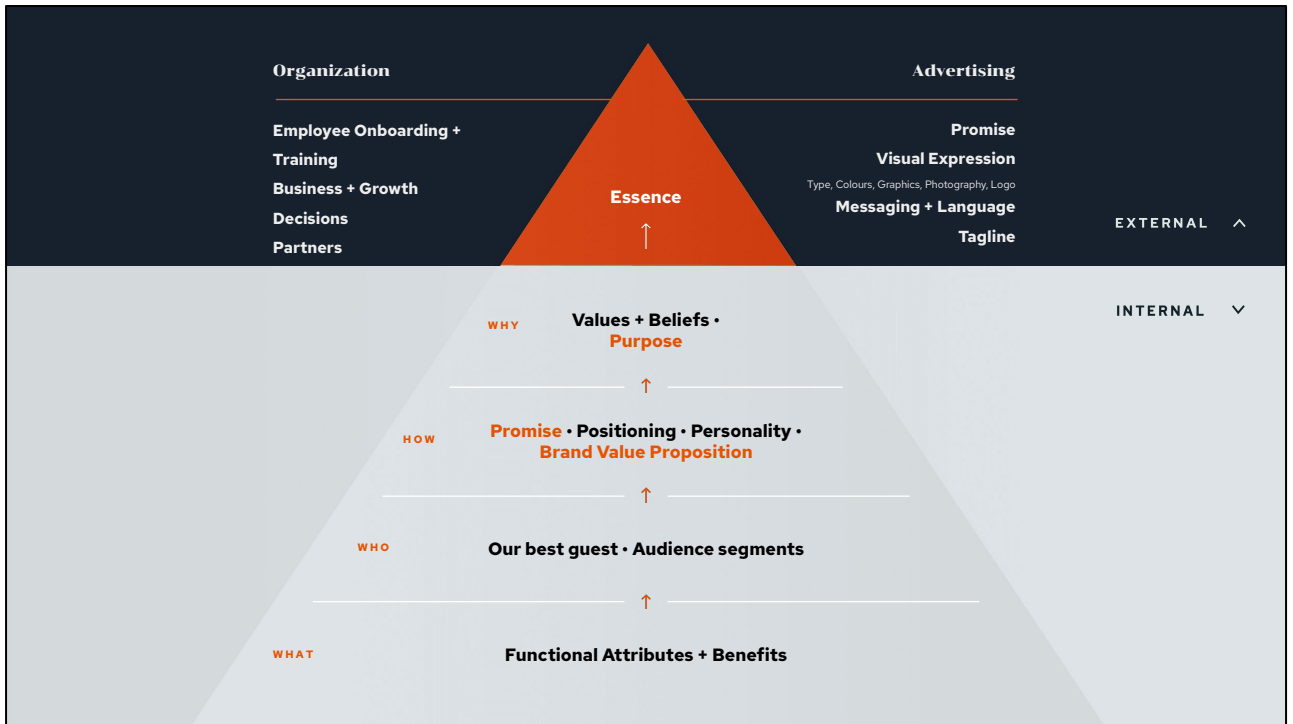


Defining Your Brand

On screen are the elements we like to include in a strong brand platform. The base of the brand pyramid, in grey, are the foundational pillars of your brand. Each pillar should answer the questions of:

- What are you doing (what experience are you promising to attract people with?)
- Who are you doing it for (who does your place create value for?)
- How are you doing it (how does your place create value for people?)
- Any why (would someone visit or live in your place?)

Naturally, the higher up the pyramid you go, the more differentiated your brand becomes, especially in an industry with relatively homogenous functional attributes. While the bottom of the pyramid culminates into your positioning in the marketplace, as you work upward, you ladder up to the more intangible elements of your brand which are not only more differentiating but also help to bridge the internal strategy and external advertising and experience.



We won't go through all the elements of a typical articulation process today, but we did want to touch on a few that we often see left undefined, as well as some exercises to get you there.

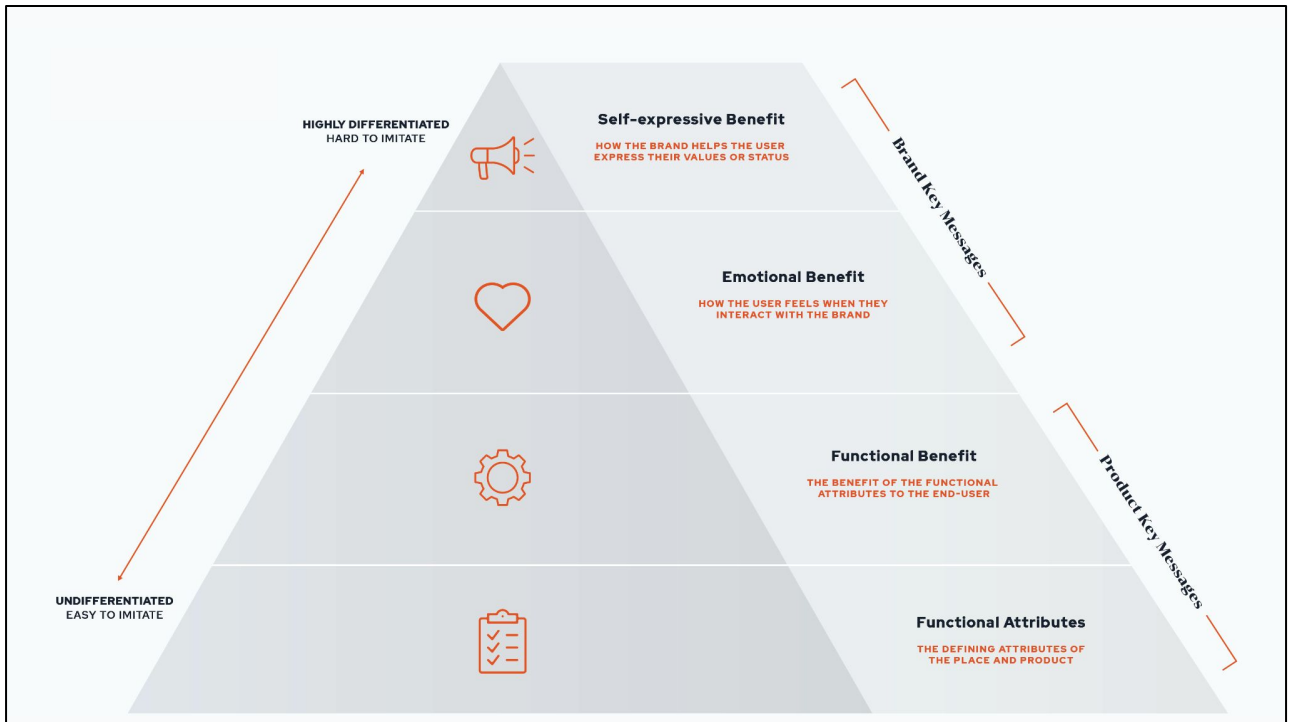
Using the brand pyramid exercise, we can:

- 01 What is the experience you're trying to deliver?
- 02 Think about how you do that through your functional benefits, right through to your emotional benefits

In order to get us closer to those differentiated, intangible benefits at the top, we have a simplified exercise that helps to:

- Articulate the experience you're trying to deliver
- Think about how you do that through your functional benefits, right through to your emotional benefits

By doing this exercise, you're getting yourself to one guiding positioning statement (value proposition) that informs all aspects of the brand: focusing on the emotional benefit and how it comes to life in the eyes of the customer



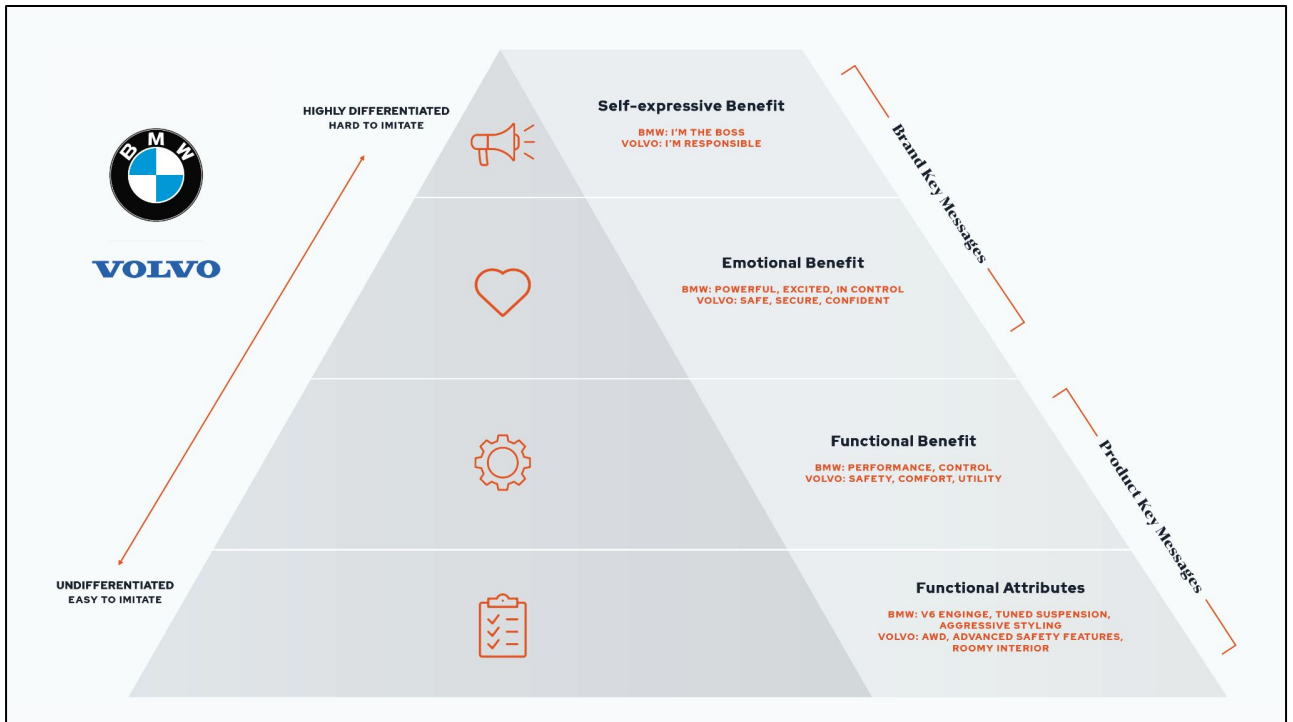
Brand Pyramid Exercise

At the bottom of the brand Pyramid you have your product key messages: your functional attributes and the utilitarian value that they provide. This section helps provide clarity around “what problem are we solving? Why would a guest choose our place and what is the expectation once they’ve visited?” With a mountain resort, the combination of mountains and recreational amenities might provide a functional benefit of easy access to outdoor pursuits.

The top of the pyramid is where we get into our brand messages. Beyond just solving the customer’s need or communicating experience expectations, this part of the pyramid helps answer “How does the customer feel after using our product or visiting our place?” That’s where the emotional benefits comes in and where we start to form strong brand perceptions and associations. The emotional benefit goes a step beyond the functional benefit by looking at the emotions and feelings that a person experiences when they interact with our brand or place. There can be any number of emotions associated with destination brands, but a ski vacation to a challenging mountain might make a person feel adventurous, a wine tasting trip to Napa might make someone feel sophisticated, while a beach or spa getaway might make someone feel relaxed or rejuvenated.

Finally, while not always the case, people often use brands to express something about their identity, their values, their individuality, or their status. Brands that allow us to signal something about ourselves are often referred to as “identity brands”, and

place brands can sometimes fall into this category. It's the reason people put logo stickers of the ski resorts they've visited on their helmets or Thule cargo boxes. The self-expressive benefit is what we want people to signal when they put our bumper sticker on their Thule.



Alright, we just looked at the theory, now let's look at this exercise in practice.

On screen is an example outside of the ski resort industry using both Volvo and BMW who tend to have very different positioning.

Product key messages:

- For BMW: this is their V6 engine, tuned suspension, aggressive styling
- For Volvo: functional attributes like AWD, advanced safety features and roomy interiors

The next step would be to communicate what these functional attributes actually mean for their best customer. In the case of BMW, that boils down to performance and control. For Volvo: safety, comfort and utility.

While these functional attributes and functional benefits are foundational to the brand pyramid and have a key role in the product messaging for each of these companies, they are not enough to differentiate these brands from competitors like Toyota, Subaru, VW, Audi, Mercedes and more.

Brand key messages:

- For a BMW customer: the emotional benefit of owning that vehicle is that they feel powerful, excited and in-control
- For Volvo: it's that they feel safe, secure and confident

This all leads us to that singular self-expressive benefit: *what does getting behind the*

our brand value proposition. Moreover, it's to ensure that we're not getting stuck communicating the bottom of the pyramid. We cannot be hanging our hats on annual snowfall, great ski school programs or high-speed lifts. For effective brand strategy, we need to articulate our product messages as well as our brand messages, as these are what are going to set us apart.



If we were to take a minute to think over what someone is signalling about themselves when they use your resort bumper sticker, I don't think it would be any of the associations you see on screen.



Brand Value Proposition

To (Target Audience)	get ambitious/success-driven professionals who strive for a sense of achievement to see
BMW as the (Point of Differentiation within the Category)	highest performing vehicle, with full control
where (Consumer Benefit)	they feel like a boss everytime they sit in the driver's seat.
Because of (Reason to Believe)	<ul style="list-style-type: none">- V6 engine- Tuned suspension- Aggressive styling

Brand Value Proposition

Through the brand pyramid exercise, we should now have the components needed to develop our brand value proposition we mentioned above which can guide us and our position in the market as well as brand and business decisions.

Our brand value proposition is a summary of the functional and emotional value you offer your customers. It's a fairly tactical piece of language, intended to be more informative, than inspiring, and it builds a bridge from your target audience, to your brand's offerings, to the emotional self-expression your audience realizes through your brand. It's a great tool for helping to quickly and concisely align your internal team on a number of important facets of your brand by addressing your "what", "who" and "how".

This statement will need buy in and support and should be considered in all decisions moving forward.

BMW Example

An example of what this might look like for a BMW is above, where their points of differentiation highlights their product message, the consumer benefits highlights their brand message and the target audience is clearly defined beyond just a geographic or demographic profile

Brand Promise



**The Ultimate
Driving Machine**



**Our promise to travellers
is that BC's powerful
nature will bring out the
best in each of them.**

Utilizing our value proposition, we should have a pretty solid understanding of what our brand promise looks like. Our promise is the simple, singular commitment to both our guests and ourselves, that captures the essence of our experience and is what we should reference when delivering on that experience.

For BMW, their promise to drivers is to be the ultimate driving machine. For Destination BC, their promise to travellers is that BC's powerful nature will bring out the best in each of them.

Brand Purpose



To create a world where driving excellence does not work against environmental excellence.



To enhance, protect, celebrate, and share what makes BC stand out amongst other destination travel choices around the world.

Once we have clearly defined our “what”, “who” and “how”, we’ll have a solid foundation of the brand strategy elements needed to articulate our why, consisting of our purpose, values and beliefs, and our essence. While we recommend taking the time to identify your brand’s values and beliefs, we often see our clients miss the opportunity to take their “why” a step further by defining their reason for being, or purpose. It sets out how we intend to change the world for the better. And its role is to unite our customers, residents and employees in the pursuit of that intention. It’s a statement of belief, of hope, of pursuit.

Simply stated, brand purpose is a reason for an organization to exist beyond profit.

It’s the moral compass that defines why a brand exists and guides decisions on what they do, and how they do it.

- In recent years, BMW has shifted its vision from focussing mainly on performance to being the most successful and sustainable premium car brand. With this in mind, their purpose may look something like the above, tying back to their value prop and promise while articulating how they want to change the world for the better.
- For Destination BC, the company has ensured their purpose speaks to not only sharing what makes BC special, but also to protecting, enhancing and celebrating it. An important consideration for place brands who are often faced with complexities associated with unique culture and traditions, over tourism, and/or environmental degradation.

Brand Essence



Sheer driving pleasure



Wild at heart

Organization

Employee Onboarding +
Training
Business + Growth
Decisions
Partners

Advertising

Promise
Visual Expression
Type, Colours, Graphics, Photography, Logo
Messaging + Language
Tagline

Essence



EXTERNAL ^

The final intangible element of a strong brand articulation that we often see undefined is your essence. Your brand essence is a deceptively simple one-to-three word statement that reflects the distilled essence of your brand. Or, as we define it to our clients, the single, intangible, unique, and reliable core characteristic that defines who you are in your heart and soul.

We say “deceptively simple” because while an effective brand essence is intentionally clear and concise, the process of creating it might not feel quite so quick and easy. But that’s ok, because part of the value of a brand essence is within the process of creating it, which compels you to think deeply and clearly about what your brand truly stands for.

What does a brand essence do? In short, it provides a clear and memorable filter you and your team can use to evaluate your brand’s advertising as well as your organization’s decisions and operations. Your brand essence is generally not a consumer-facing piece of language (though there are exceptions to this rule), but it will help guide your external communications and ensure consistency of tone across all channels. It’s also valuable for helping to align your internal team on the foundational elements of your brand.

Delivering

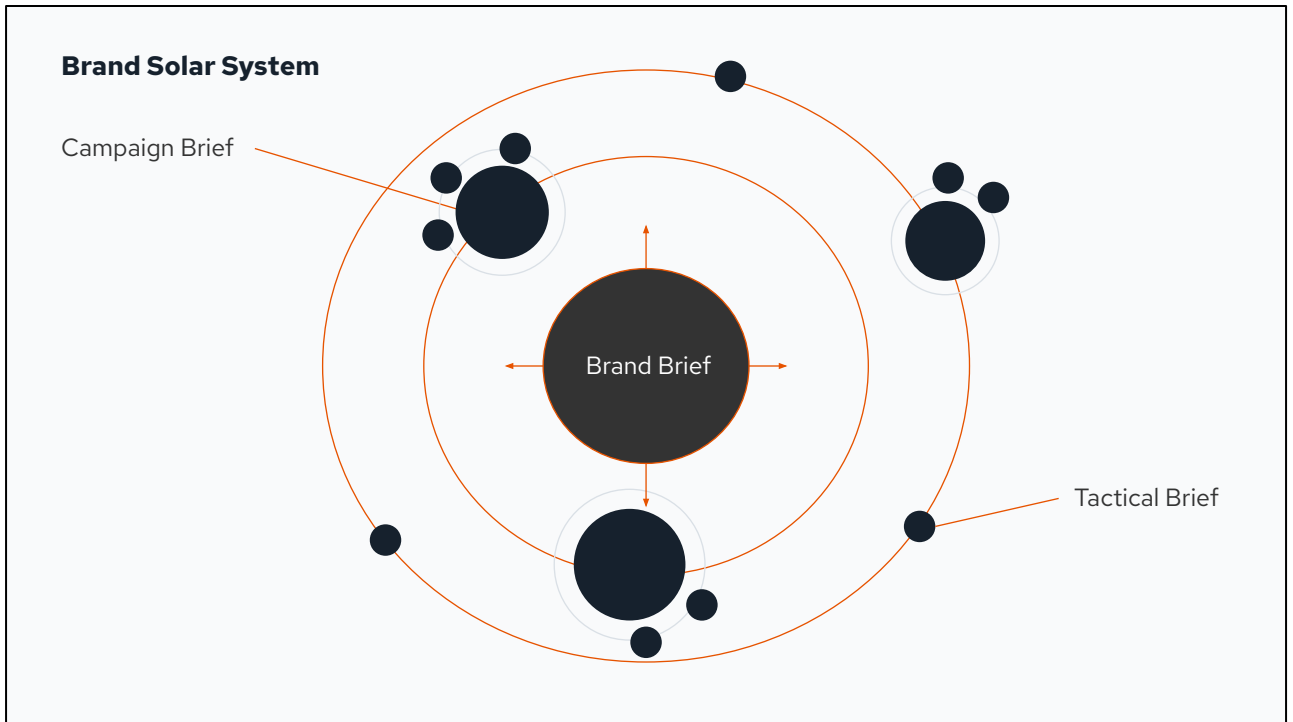
After going through the process to define the kind of experience you are promising to provide for your guest and how you will differentiate yourself from the competition, you can begin addressing how you will deliver it consistently, across both advertising and in-person.

Delivering through:

Your Advertising



Let's first touch on advertising



To help visualize how your brand strategy is connected to all of the advertising that goes to market, we like to think of this in the context of a brand solar system.

Brand Briefs (The Sun)

- At the center, you have brand creative. This is the advertising that should be directly linked to your brand articulation
- The elements of your value prop should be key components of the brand brief (your best guest, your key points of differentiation). But this is also the brief where you are putting in the work to communicate your why and begin building associations that are in line with your purpose and essence. Brand briefs and subsequently, brand creative are what help guide the perceptions and associations of your brand. This centre is what will make you differentiated.

Campaign Briefs (Mercury)

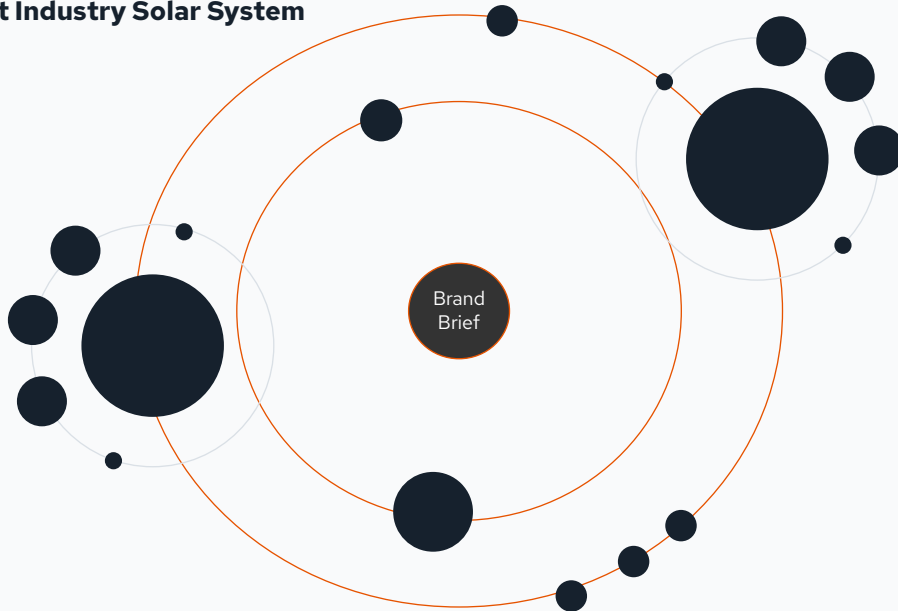
In the first orbit around our sun, or our brand brief, is our campaign brief. This can be a little confusing as you may sometimes hear the term brand campaign which derives from a brand brief or just campaign which can have objectives that are beyond brand advertising.

- With a campaign brief, you may be looking to target a new market segment or launch a new product/service. In these cases, these campaigns will still need to be influenced by your brand but may diverge slightly from the information found in your brand brief in order to meet the campaign objectives

Tactical Briefs (Venus)

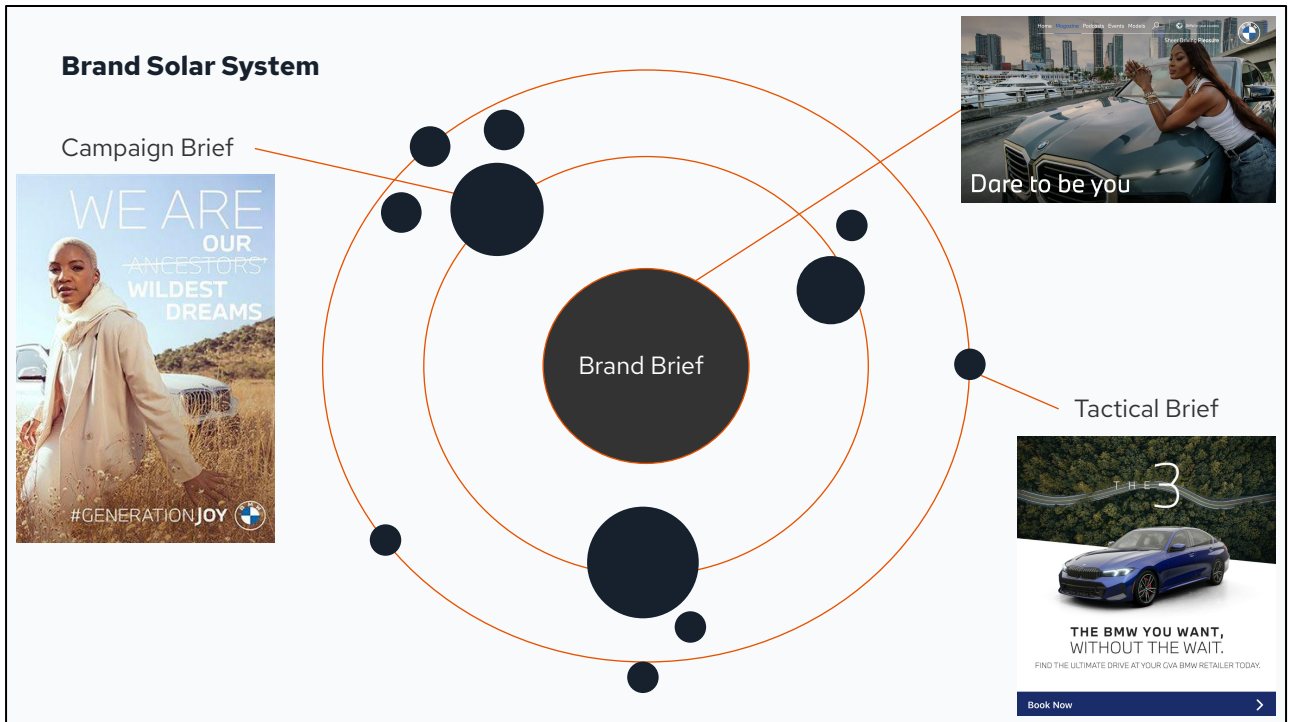
By nature, the creative that comes from these briefs has the least connection to the elements found in your brand brief. They serve a singular purpose which is to get a specific audience to take a specific action. It could very well be the case that the only connection to brand in the output of these tactical briefs are key visual components of your brand like logo, name, colours and font. For some, it can be as minimal as a symbol like three stripes or a swoosh.

Ski Resort Industry Solar System



The difficulty that our industry faces is that in our pursuit to educate and communicate all of our products and services from ski school to lodging, F&B to tickets, retail to lift updates, we become trapped in creating campaigns that are highly tactical in nature and our solar system begins to look like this: a bunch of advertising that is relatively disconnected from our brand.

Moreso, it's advertising that is not doing the work needed to own the perceptions and associations that your audience is making with you. And if we haven't done that work first, and consistently, we are leaving it up to our audience to form their own perceptions without us guiding them.



To give a tangible example, we're sticking to the theme of fast cars.

Brand Brief

In the top right corner, you'll see that BMW has recently launched their 2023 brand campaign: Dare to be you.

Manifesto:

As with automotive design, our personalities are also honed over the course of our lives. As we pursue our personal goals, we are often faced with the decision: whether to compromise, or whether to follow our chosen paths unconditionally, in the knowledge that every decision has consequences.

If we were to scroll back up to our value prop for BMW, this campaign manifesto aligns with their ideal customer, calls out the points of differentiation within the category and works to build associations with BMW's self-expressive benefits. It also uses a supermodel, which I'm sure doesn't hurt.

Now if we were to switch gears and look at a campaign brief..

Campaign Brief:

In the case of their South African market, BMW realized that the luxury consumer was changing and they needed to reach a new, younger audience segment in order to stay relevant. To do this, they created a targeted campaign aimed to drive growth and

Finally, we have our tactical advertising. BMW is definitely an established brand and because they have put the time and resources into developing the centre of this solar system, they can rely on brand and campaign advertising to communicate their values and their tactical to ensure they are part of the consideration set when it's time to purchase a new vehicle.

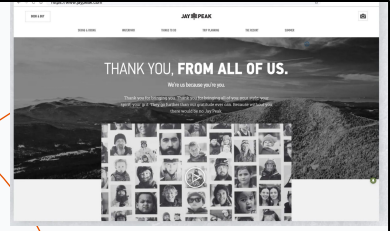
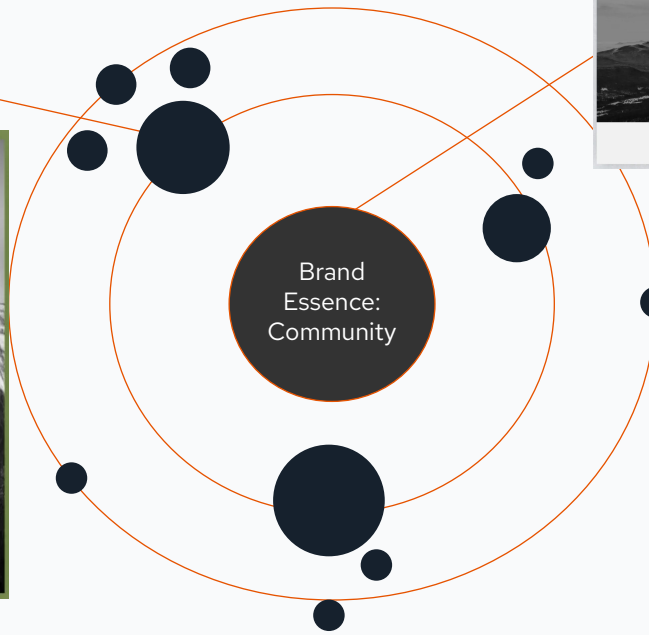
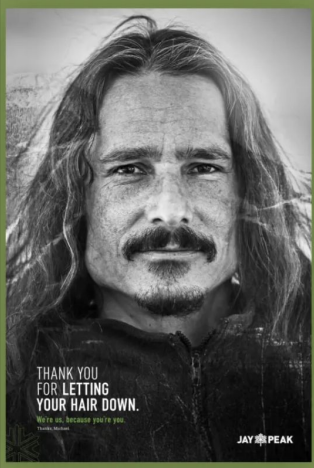
A lot of car talk. If we take this back to your brand, let's take a moment to think of the resources you used in the last year to bring to life the centre of your brand solar system.

A real example



Brand Campaign

Campaign Ads



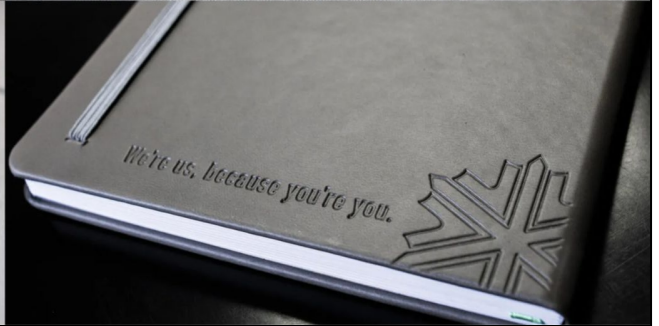
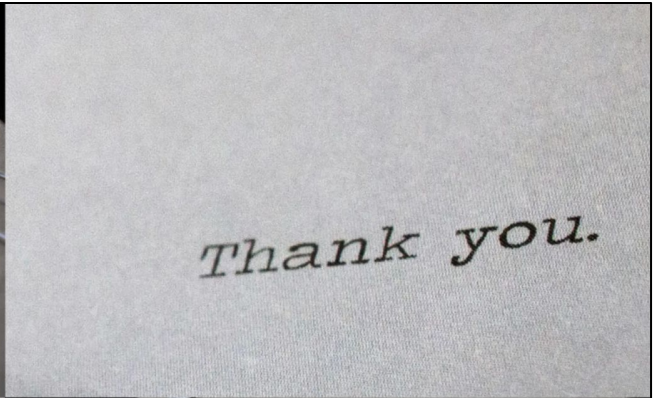
Tactical ads



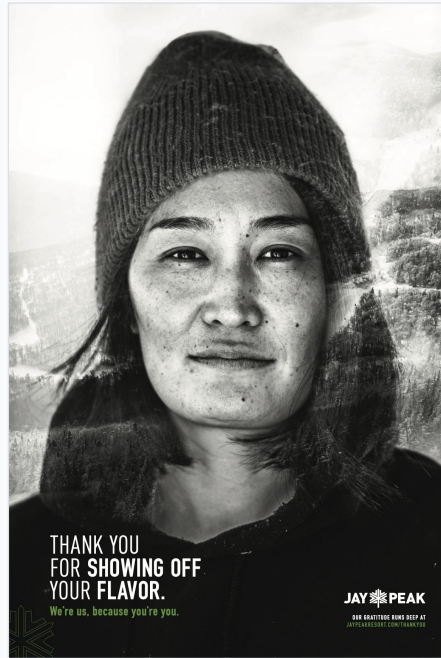
Season Pass Holders



Thank you.



Community Partners



On Resort



Employee Engagement and Guest Experience



JAY IT FORWARD

We've got a lot to be grateful for. This year, we're celebrating guests who know what it means to be Raised Jay and for those who help make this place what it is. You've been selected and we hope you'll enjoy this complimentary gift. Because at the end of the day, we're us because we're you.

#JAYPEAKTHANKYOU



Delivering through:

Your Organization



We've done a lot of talking. Thank you for sticking with us. In this next section, we're just going to ask some questions. And, open it up to any of you to speak to your experiences around managing your brand and operationalizing it across the organization.

We mentioned at the beginning of the presentation that to avoid misalignment, brands need to be managed and that also means that the brand articulation work you do needs to be bought into, supported and considered in decisions.

Delivering consistently across

People



Employees
Departments
Community
Stakeholders

**Business
Decisions**



Programming +
Products
Partnerships

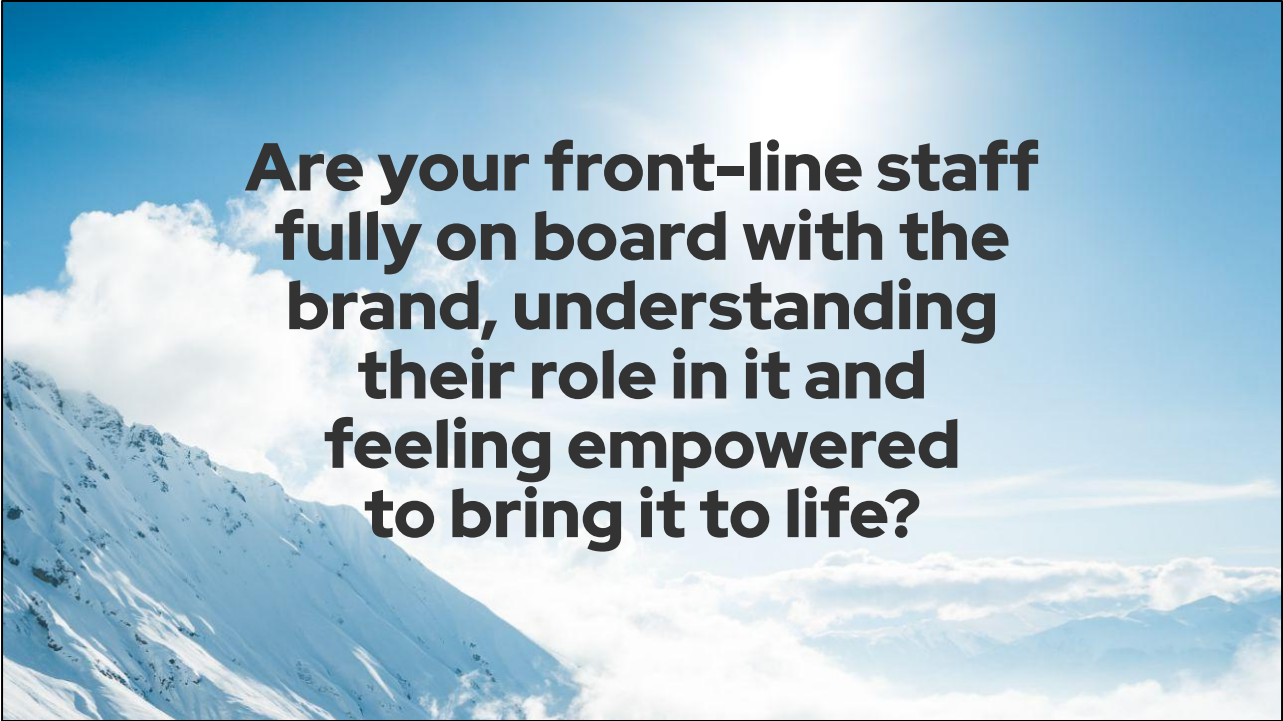
Experience



Managing
Guest
Experience



**Is your brand a touchstone
and a rallying cry that guides
and inspires the entire
organization?**




**Are your front-line staff
fully on board with the
brand, understanding
their role in it and
feeling empowered
to bring it to life?**

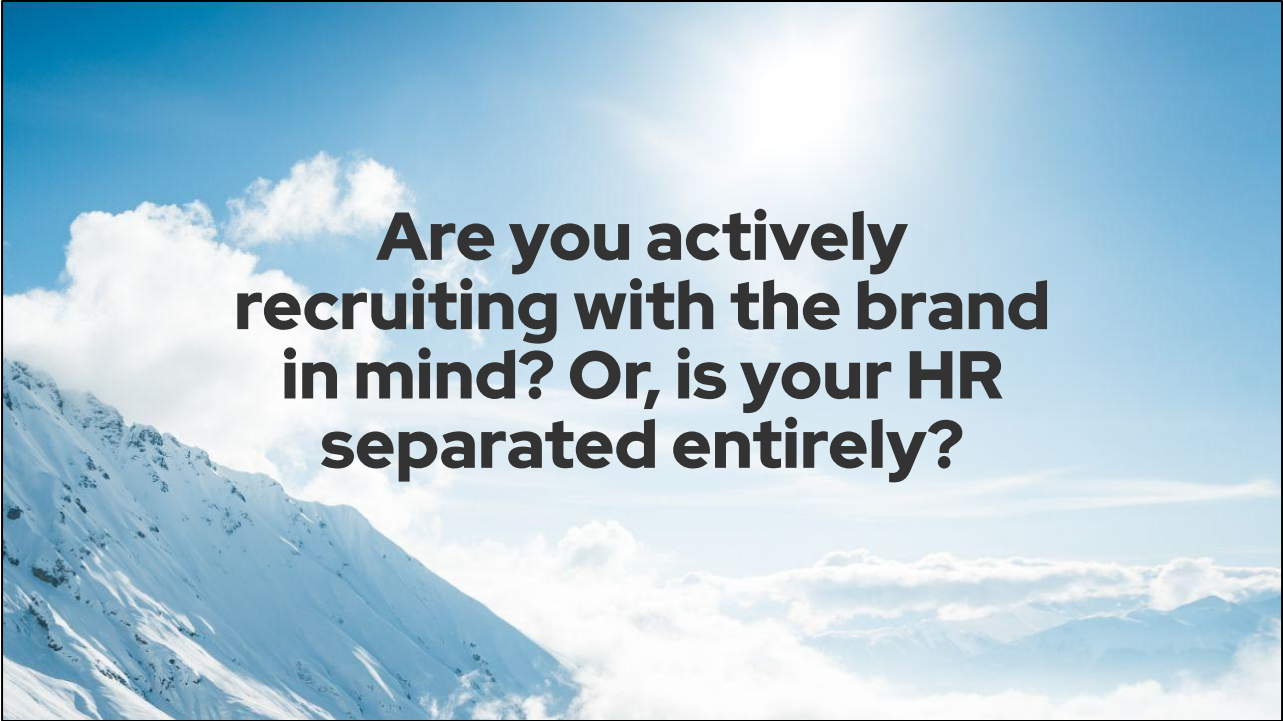


**Do you have a blueprint for
what's "on-brand" when
it comes to events,
programming and
partnerships?**

Product & programming: use the elements of the Place Brand (core attributes, ideal customer, value proposition, promise) to guide choices in product development, programming, events, F&B, and other elements of the experience.



**Are the various department heads clear on the role of the brand in their decision making?
Are they working together in service of the brand?**



**Are you actively
recruiting with the brand
in mind? Or, is your HR
separated entirely?**



**Are you actively managing
the guest experience from
the brand standpoint?
Do your guests know
what you stand for?**

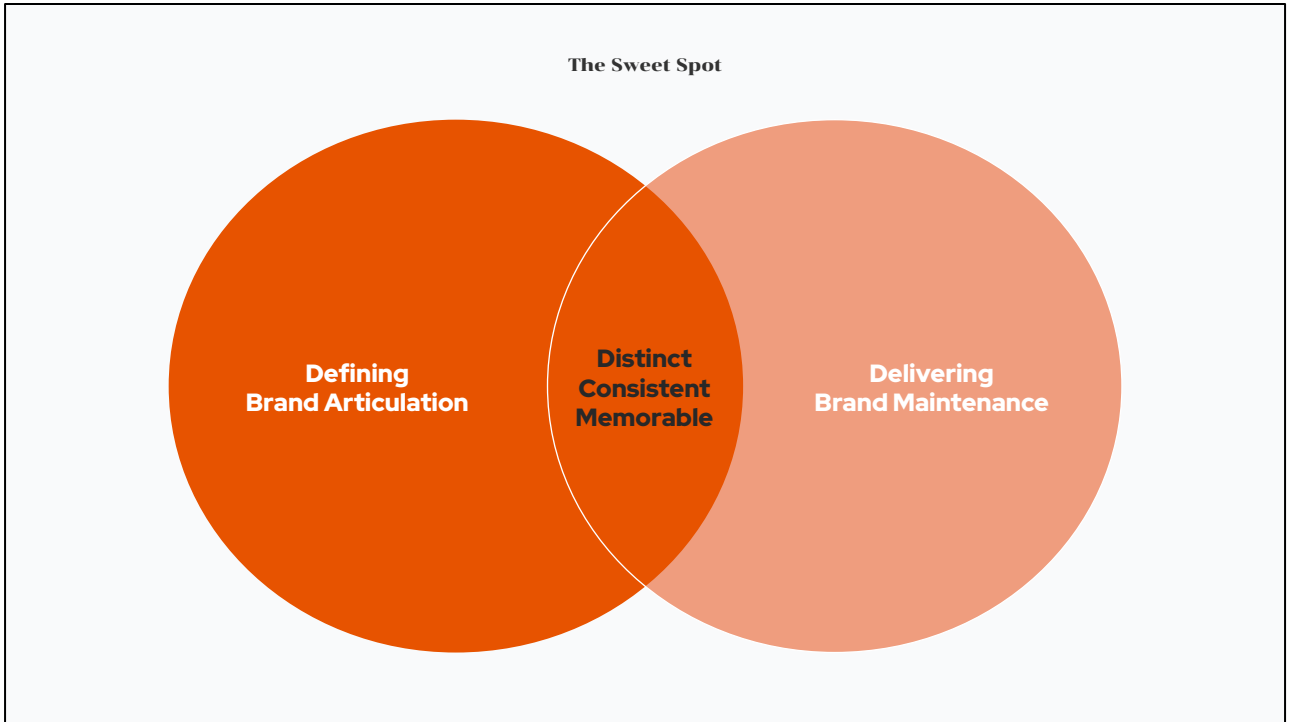


Is there alignment between perceptions and reality of the experience at your resort?

The strongest brands have alignment between perceptions and reality of the experience. Misalignment between perceptions and reality is a surefire recipe for brand disaster. Ensuring your maintaining your guest experience is critical.



Is the road map for future growth, new offerings or new infrastructure investments aligned with your brand strategy?



While it can be easier said than done, through articulating the more intangible brand elements at the top of our pyramid and utilizing our brand platform to guide creative, hold us accountable when making decisions and deliver on the experience, you're doing the work needed to become distinct, consistent and memorable.



Moreso, you are challenging yourself and your organization to think beyond how we have traditionally marketed to and serviced guests in this industry.

MM
ey Origin

Questions?



MM
ey Origin

**We think
outside.**

