

# THE MAMMOTH WAY

Mammoth Resort Hosts



# THE MAMMOTH WAY

The Mammoth Way is the cornerstone of our guest experience. Derived by looking thru the eyes of the guest, we identify touchpoints, standards, and success activities with programed and spontaneous measurement, feedback and celebration.

## But First...

Systematic approach to connecting our many operations.

- Helps everyone understand how to be successful at our jobs
- How we make guests feel

## Lingo

- **Experience trail or Guest's Path-** put yourself in the guest's shoes.
- **Touchpoints-** Anything along the experience trail that gives the guest an opportunity to form an impression about our service - good, bad or indifferent. Think of your sense - sight, smell, taste, touch, hearing.
- **High Impact Touch Points-** The most impactful touchpoints.
- **Experience Standards-** A standard we set to ensure an exceptional guest experience at each HITP. (Statements)
- **Success Activities-**Actions we implement to meet the Experience Standard. (Actions)



# ON-MOUNTAIN GUEST FEEDBACK RECAP



RECAP FOR THE 2023-24 WINTER SEASON





## WINTER 2023/2024 SEASON

<b>RESORT DRIVERS</b>	<b>GOAL</b>	<b>END OF SEASON SCORE</b>	<b>LAST YEAR'S END OF SEASON SCORE</b>	<b>INCREASE OR DECREASE FROM 2022-23</b>
MMSA NPS	65	55.6	60.9	-5.3
MMSA OSAT	9.0	8.5	8.6	-0.1
Staff OSAT	9	8.7	8.8	-0.1
Ticketing Experience		8.5	8.6	-0.1
Parking		6.9	6.7	+0.2
Resort Cleanliness		8.5	8.3	+0.2
Lift Line Management		7.6	-	--
Sense of Safety - Slopes		8.1	8.3	-0.2

# Mammoth Overall NPS (Likelihood to Recommend) and Ranking



- 😊 68.7% (7,878)
- 😐 18.1% (2,073)
- ☹️ 13.2% (1,508)
- 📍 Goal: 65.0
- +9.2 All Destinations

NPS (Net Promoter Score) –  
 Ranked **#4** among Alterra Resorts  
**#1 – June Mountain;** #2 – Deer Valley Resort ;  
 #3 – Steamboat; **#4 – Mammoth Mountain;**  
 #5 – Tremblant; #6 – Winter Park Resort;  
 #7 – Snowshoe Mountain; #8 – Sugarbush Resort;  
 #9 – Solitude Mountain; #10 – Stratton;  
 #11 – Big Bear Mountain Resort; #12 – Palisades Tahoe;  
 #13 – Blue Mountain; #14 – Crystal Mountain Resort

Destination NPS Over Time



# Mammoth Overall Satisfaction and Ranking



😊 63.2% (7,197)

😐 23.3% (2,655)

☹️ 13.5% (1,533)

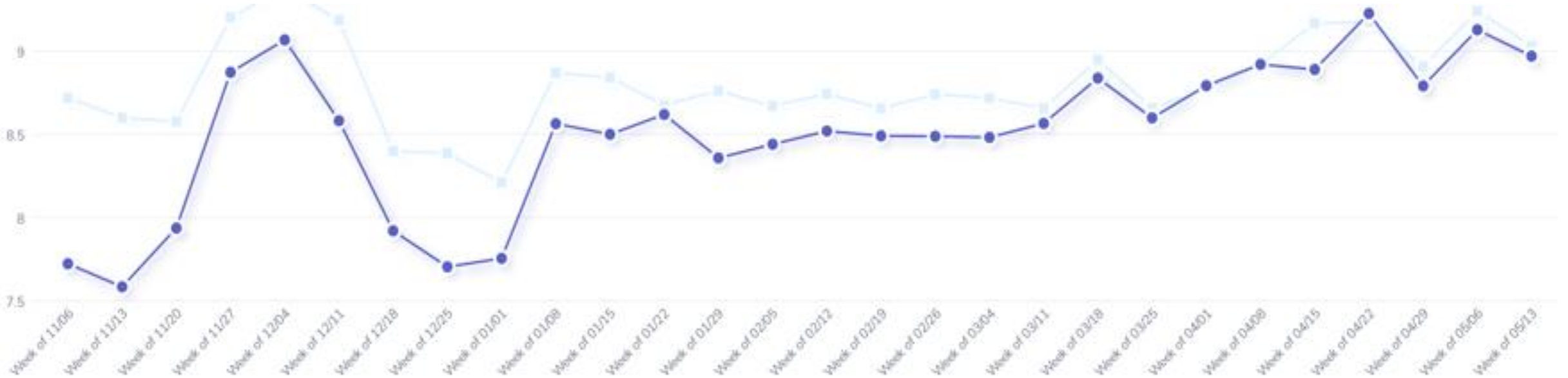
📍 Goal: 9.0

+0.2 All Destinations

Destination OSAT (Overall Satisfaction)

Ranked **#4** among Alterra Resorts

- #1 – June Mountain;
- #2 – Deer Valley Resort;
- #3 – Steamboat;
- #4 – Mammoth Mountain;
- #5 – Tremblant;
- #6 – Winter Park Resort;
- #7 – Snowshoe Mountain;
- #8 – Sugarbush Resort;
- #9 – Solitude Mountain;
- #10 – Stratton;
- #11 – Big Bear Mountain Resort;
- #12 – Palisades Tahoe;
- #13 – Crystal Mountain Resort;
- #14 – Blue Mountain



# Mammoth Staff Overall Satisfaction

Mammoth Staff OSAT

😊 71.1% (7,713)

😐 17.7% (1,918)

😞 11.3% (1,224)

🎯 Goal: 9.0

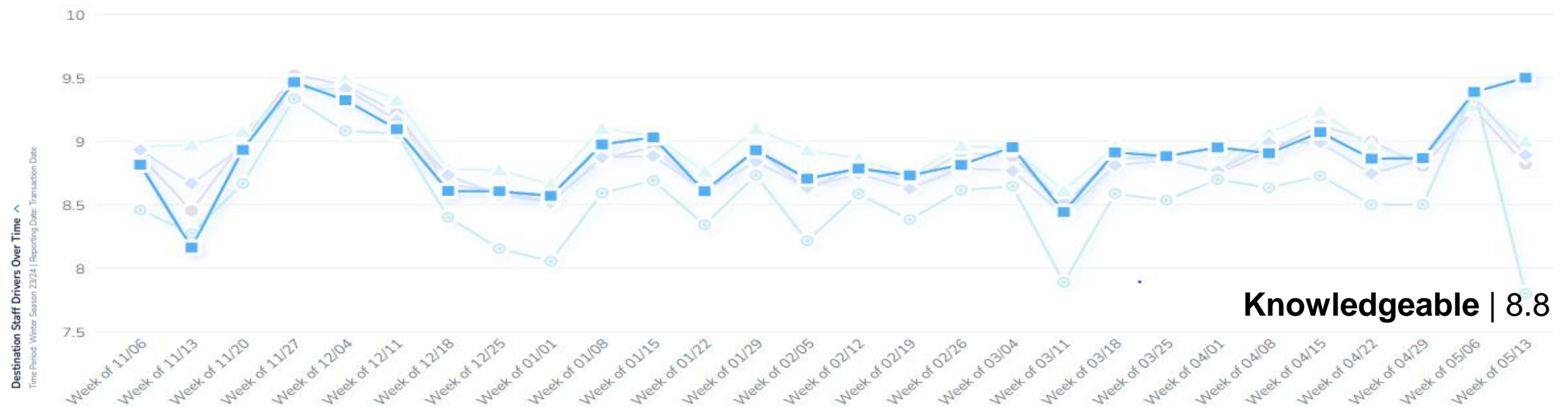
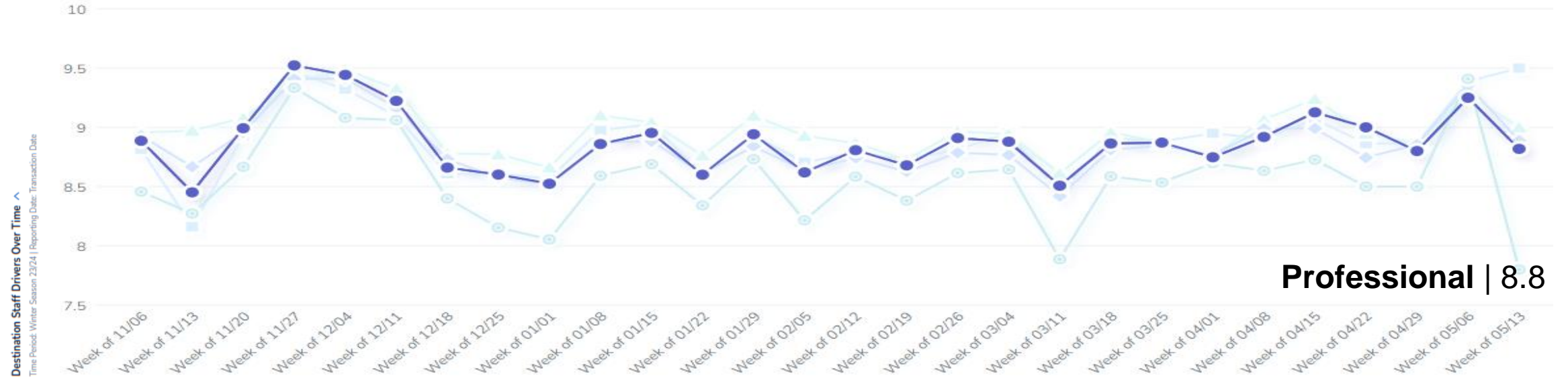


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Destination Staff OSAT Over Time  
Tim Period Winter Season 23/24

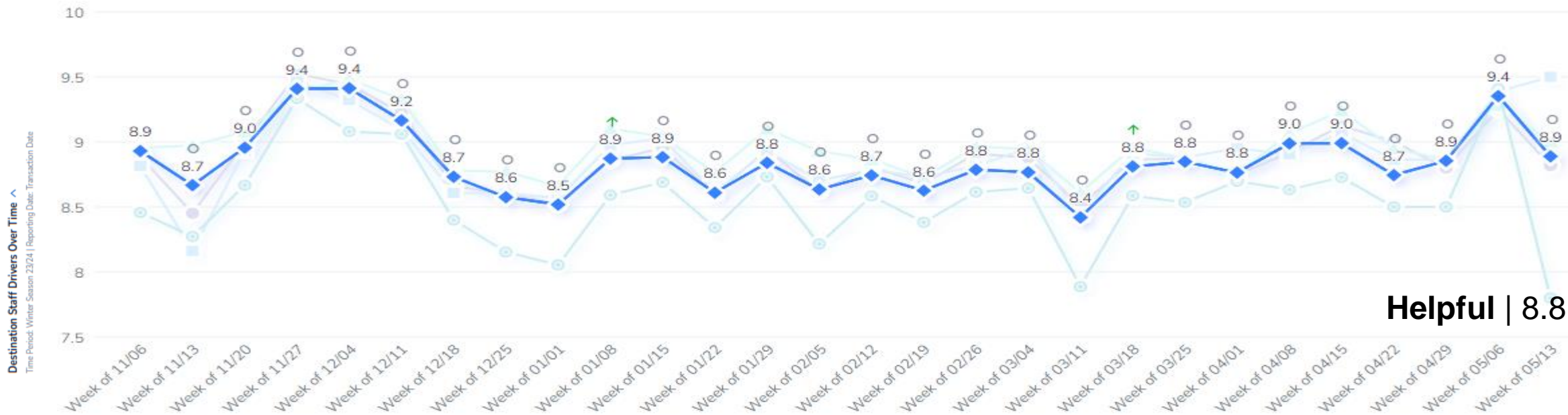
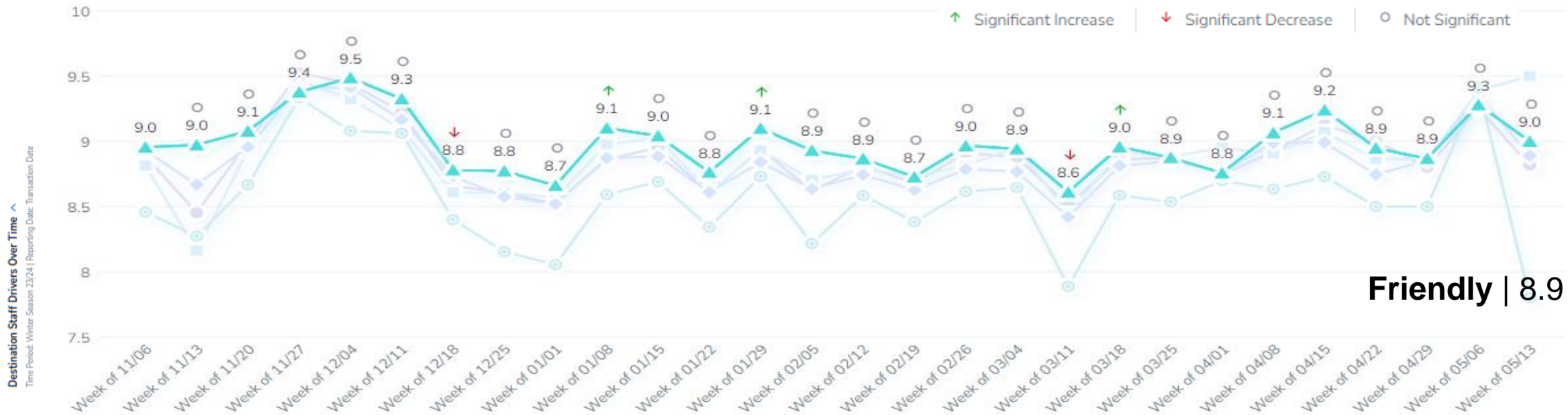


# Mammoth Staff Service Drivers





# Mammoth Staff Service Drivers



# Mammoth Staff Service Drivers

Destination Staff Drivers Over Time  
Time Period: Winter Season 23/24 | Reporting Date: Transaction Date



**Ability to Resolve Issues | 8.5**

↑ Significant Increase | ↓ Significant Decrease | ○ Not Significant

# Mammoth Staff Service Drivers Ranking

How Mammoth Mountain's Staff Service Drivers compared to the other 14 Alterra Resorts this year and last year, as well as how June Mountain did this year.

- **Professional** – Ranked #9 with a score of 8.8
  - ✓ Last Year's Rank and Score – #8 and 8.7
  - ✓ June Mountain Ranked #1 with a score of 9.4
  
- **Knowledgeable** – Ranked #8 with a score of 8.8
  - ✓ Last Year's Rank and Score – #8 and 8.8
  - ✓ June Mountain Ranked #1 with a score of 9.4
  
- **Friendly** – Ranked #9 with a score of 8.9
  - ✓ Last Year's Rank and Score – #8 and 8.8
  - ✓ June Mountain Ranked #1 with a score of 9.6
  
- **Helpful** – Ranked #8 with a score of 8.8
  - ✓ Last Year's Rank and Score – #8 and 8.7
  - ✓ June Mountain Ranked #1 with a score of 9.5
  
- **Ability to Solve Issues** – Ranked #8 with a score of 8.5
  - ✓ Last Year's Rank and Score – #8 and 8.3
  - ✓ June Mountain Ranked #1 with a score of 9.3

# Mountain Drivers Ranking

How Mammoth Mountain's Mountain Drivers compared to the other 14 Alterra Resorts this year and last year, as well as how June Mountain did this year.

- **Ease of Parking** – Ranked #12 with a score of 6.9
  - ✓ Last Year's Rank and Score – #13 and 6.7
  - ✓ June Mountain Ranked #1 with a score of 9.2
- **Ticketing Experience** – Ranked #9 with a score of 8.5
  - ✓ Last Year's Rank and Score – #7 and 8.6
  - ✓ June Mountain Ranked #1 with a score of 9.4
- **Crowd Management** – Ranked #11 with a score of 7.2
  - ✓ Last Year's Rank and Score – #10 and 7.1
  - ✓ June Mountain Ranked #1 with a score of 8.
- **Cleanliness of Resort** – Ranked #8 with a score of 8.5
  - ✓ Last Year's Rank and Score – #7 and 8.3
  - ✓ June Mountain Ranked #1 with a score of 9.4

# Ski/Snowboard Experience Drivers Ranking

How Mammoth Mountain's Mountain Drivers compared to the other 14 Alterra Resorts this year and last year, as well as how June Mountain did this year.

- **Quality of Grooming** – Ranked #3 with a score of 8.5
  - ✓ Last Year's Rank and Score – #4 and 8.6
  - ✓ June Mountain Ranked #1 with a score of 9.4
- **Variety of Terrain for My Ability Level** – Ranked #1 with a score of 8.9
  - ✓ Last Year's Rank and Score – #1 and 9.2
  - ✓ June Mountain Ranked #4 with a score of 8.8
- **Terrain Park** – Ranked #2 with a score of 8.6
  - ✓ Last Year's Rank and Score – #1 and 8.8
  - ✓ June Mountain Ranked #4 with a score of 8.5
- **On-Mountain Signage** – Ranked #9 with a score of 8.3
  - ✓ Last Year's Rank and Score – #9 and 8.3
  - ✓ June Mountain Ranked #1 with a score of 9.1
- **Clarity of Trail Map** – Ranked #5 with a score of 8.7
  - ✓ Last Year's Rank and Score – #6 and 8.7
  - ✓ June Mountain Ranked #1 with a score of 9.3
- **Sense of Safety on the Slopes** – Ranked #10 with a score of 8.1
  - ✓ Last Year's Rank and Score – #5 and 8.3
  - ✓ June Mountain Ranked #1 with a score of 9.4
- **Lift Line Management** – Ranked #13 with a score of 7.6
  - ✓ June Mountain Ranked #1 with a score of 9.1

8.5

DESTINATION OSAT – RANKED #4

# Resort - Overall

**Celebrations** Our Guests Love Mammoth for many reasons!

- “The name says it all: Mammoth fun, Mammoth snow, Mammoth space, Mammoth memories!”
- “I’ve been visiting Mammoth since I was a kid, over 55 years. I have so many amazing memories! I now have the pleasure of bringing my grandchildren here. Mammoth is my “happy place”.”
- “The stoke was higher than chair 23!”
- “It’s been a week since my trip and I’m still euphoric! My experience at Mammoth is continuing to carry me thru my stressful life in LA! Thank you Mammoth♥”
- “I have been coming to Mammoth for 30+ years and last weekend was one of the best experiences I have had.”
- “We had interactions throughout the resort, from ski rentals, the retail store, food and beverage - even lost and found - and of course, on the mountain. And Every. Single. Employee. was kind, helpful and supportive. My family and I were blown away at the accommodation and can't wait to get back up!”
- “The standout friendly staff were hosts, and black pass parking attendants.”

# 8.5 DESTINATION OSAT – RANKED #4

## Pinch Points or Consideration – Guest Feedback

- *Cost always dominates comments.*
- *Regardless of all the great guest service comments, one guest with negative experience from probably just one or two employees will tell his friends and family. We must keep up our vigilance in treating our guests with respect and as friends!*
  - **“What once felt like a paradise now feels more like a money machine where maximum profit is pursued at the cost of the guest experience.”**

# Resort - Overall

## Pinch Points or Considerations

# Resort - Overall

- **The most significant impacts on scores for Mammoth, not including Lodging, come from Lift Operations comments**
  - The sheer number of comments sets this topic as having the greatest impact on survey scores
    - 11.23% of all surveys responses involved at least one comment about Lift Operations
    - 64.28% or 979 of all Lift Operations comments are negative
    - Total comments – 1,523
  - **What are possible solutions?**
    - **Provide lift line orchestration throughout the Mountain**
    - **Focus on engaging guests at lifts**
    - **Manage lines both before and after gates through operator interactions**
- The second most significant impacts on negative scores, not including Lodging, come from Ticketing comments
- The third most significant impacts on negative scores, not including Lodging, come from Food and Beverage comments



## Pinch Points or Considerations

# Resort - Overall

- The fourth most significant impacts on negative scores come from Sense of Safety comments
  - Guests believe Mammoth is not creating a safe environment for them to enjoy their skiing and riding
    - Overall NPS scores for guests making Sense of Safety comments in their surveys is 16.44 as compared to 55.6
      - 70.78% (155) comments made about Safety are negative
      - Total comments – 219
    - **What are possible solutions?**
      - **Increase the number of both Mountain Safety and Ski Patrol employees and make them more visible when educating guests**
      - **Create a Marketing campaign to increase knowledge and fulfillment of the Responsibility Code**
      - **Offer additional training to all employees on how to communicate our efforts towards guest safety while on the Mountain**
- The fifth most significant impacts on negative scores come from Parking comments
  - Regardless of how many parking opportunities there are, guests will never believe there are enough, especially later in the morning
    - Overall NPS scores for guests making Parking comments in their surveys is 17.34 as compared to 55.6
      - 68.79% (119) comments made about Parking are negative
      - Total comments – 173
      - The greatest segment of comments regarding Parking is in regards to price (NPS of -2.13 with 87.23% (41) negative
    - **What are possible solutions?**
      - **Create training opportunities for both Parking and Loading/Unloading Hosts on how to accommodate guests best when making first contact**
      - **Put more efforts towards guests using our ESTA transportation opportunities**
      - **Point guests to information on whether parking is still available in different locations on our app**

# Employee Experience Trail

An exceptional guest experience starts with a great employee experience

	High-Impact Touch Points	Success Activities
<b>Safe</b>	a. Workplaces are free of hazards	Entrances and walkways clear of debris and tripping hazards
		Secure tipping/crushing hazards
	b. Maintain Personal Health	Maintain healthy diet and stay hydrated
		Don't come to work sick- use sick time when it is appropriate
	c. Maintain safe body awareness	Ask for help when needed
		Know your limitations to not exceed them
	d. Wear appropriate clothing and PPE	Wear proper footwear to avoid trip and falls and protect your feet from falling objects
		Dress for the weather to minimize exposure
		Wear sunscreen, hats and eye protection
	e. Follow Lightning Detection Program	Monitor Channel 2 on radios for alerts
Move inside or to a safe location when alerts require		

<b>Clean</b>	a. PAR	<b>Uniform is clean and zipped up at least ¾ of the way</b>
		Neat & Tidy - undershirts are tucked in.
		Nametag is worn (Don't have one? Ask your supervisor)
	b. Be stewards of the environment	Never walk by trash. Participate in trash clean ups
		See something, say something or even better, do something!
	c. If it is broken, fix it or report it	Make sure stanchions and stands are straight and secure
		See something, say something
	f. Be willing to help with anything	Life is hard in the mountains, and some times are harder than others
		One team One Dream - No one is in this alone

# Employee Experience Trail

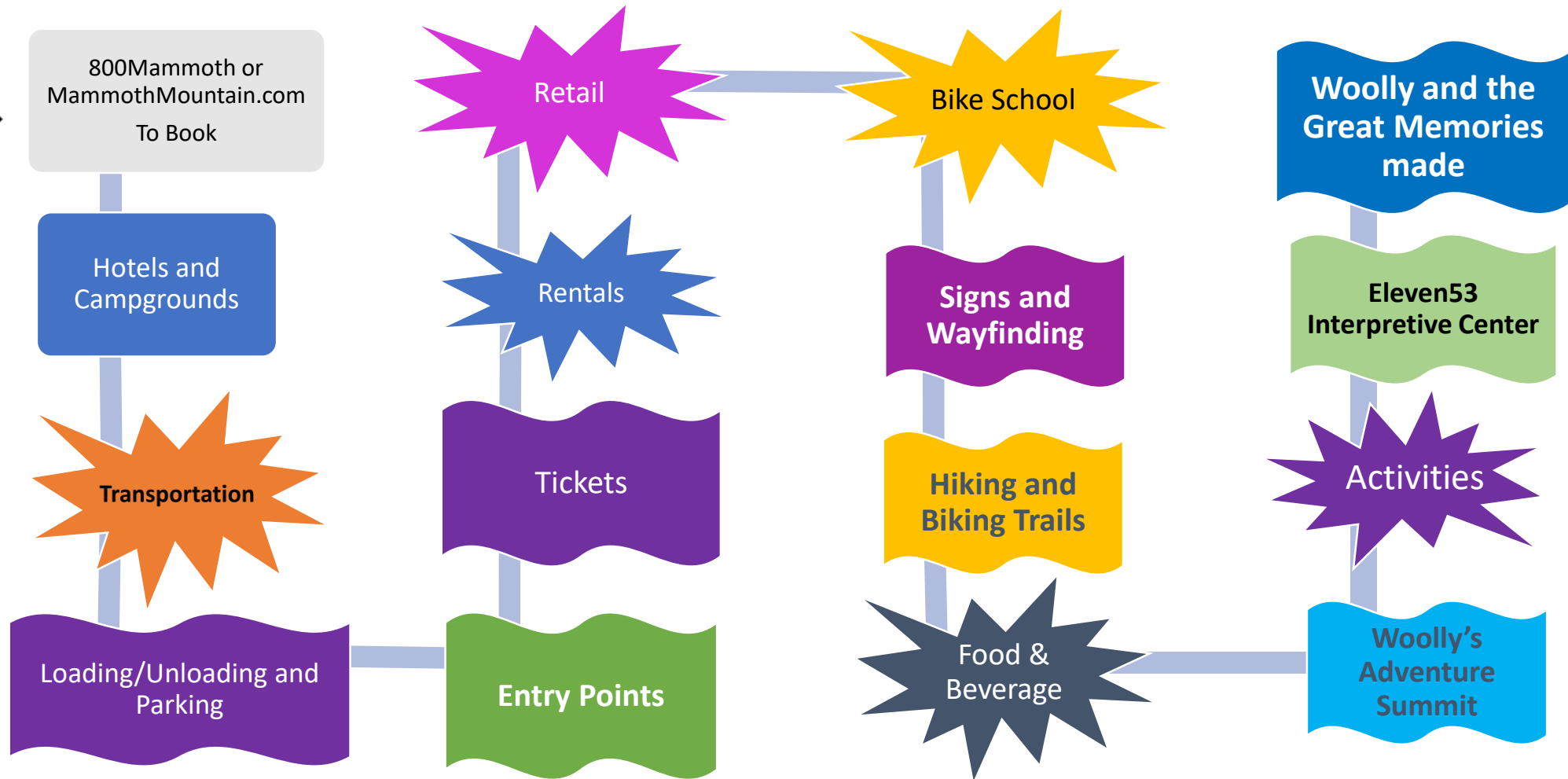
An exceptional guest experience starts with a great employee experience

High-Impact Touch Points	Experience Standards	Success Activities
Fun	a. Engage our guests	Smile as a guest approaches
		Engage guests in real conversation
		Be proactive in serving the guests- offer help if it looks like they need it
	b. Be the person you'd want to work with	Take action to show care for others
		Be nice to others- ask your teammates what you can do to help
		Show Empathy for others- you never know when someone might be dealing with something difficult
	c. Have FUN doing what we do.	Having fun is better than not having fun
		Even when things aren't fun, make them fun
		Have a positive attitude and always find a way to say yes.
	d. Get out there!	Hike, Ride, Climb and Get Outside – It's our passion
		Be an explorer of our incredible region
		Share your passion and stoke with those around you – It's contagious!

# Guest Experience Trail

**Start  
Here** →

Hosts and Guest Services impact guests along the entire Guest Experience Trail. The banners represent Touchpoints where Hosts and Guest Services attendants are staffed. The starbursts represent locations where Hosts hand off guests to their Team Members for skilled specialty services, providing guidance and directions. The only places not regularly impacted by Hosts represent Touchpoints visited before guests arrive on Mammoth Resort properties.



# Guest Experience Trail

High-Impact Touch Points	Experience Standards	Success Activities
	<ul style="list-style-type: none"> <li>How do you want the Guest to feel during the interaction with HITP?</li> </ul>	<ul style="list-style-type: none"> <li>Determine observable activities that team members can perform to achieve an Experience Standard</li> </ul>
Host	a. Create Warm, Friendly Greetings	Utilize an appropriate greeting to break the ice
		Provide an upbeat, professional, positive attitude with a welcoming, open gesture
		Make our guests feel we want them here!
	b. Provide Current Information and Accurate Directions	Share information about daily weather, available services and events
		Provide direction to guests to efficiently facilitate individual needs
		Utilize time management with all guests to offer assistance easily to all guests
	c. Be a Concierge	Provide specialized services to fulfill needs of guests, supporting all other team members and utilizing Mammoth's Policies and Procedures
		Communicate with other team members affected when leaving an assigned area for guests needing additional assistance
		Suggest methods to guests for providing feedback, following through with Host Management Team, as necessary
	Handoff	Determine guests comfort when providing information on direction
		Physically walk guests to locations they appear unsure of
		Communicate with other Hosts to insure coverage of service area

# Guest Experience Trail

High-Impact Touch Points	Experience Standards	Success Activities
	<ul style="list-style-type: none"> <li>How do you want the Guest to feel during the interaction with HITP?</li> </ul>	<ul style="list-style-type: none"> <li>Determine observable activities that team members can perform to achieve an Experience Standard</li> </ul>
Guest Entry Points	a. Manage Effective Line Control	Determine needs to direct guests to appropriate services and lines
		Prioritize “back of the line” Hosting to maintain control and direction
		Adjust stantions as needed, especially in the Red’s Meadow/Devils Postpile bus line
	b. Promote Current Ticketing Programs, Resort Services and Activities	Know current programs and activities via meetings, Daily Activity Sheets and weekly Host Rap Sheets
		Offer information regarding products, services and activities
		Communicate information regarding Mountain Policies and Procedures, including dog leash laws and public access
	c. Assist Guest Services with Bike and Trail information	Share information about availability for all types of trails
		Learn progression for Bike Trails and Hiking trails to direct guests
		Direct guests to appropriate locations for bike repairs
	Handoff	Communicate appropriately to direct guests to needed services while in lobbies
		Look for guests who have needs while maintaining time management to assist others
		Listen wholeheartedly!

# Guest Experience Trail

High-Impact Touch Points	Experience Standards	Success Activities
	<ul style="list-style-type: none"> <li>How do you want the Guest to feel during the interaction with HITP?</li> </ul>	<ul style="list-style-type: none"> <li>Determine observable activities that team members can perform to achieve an Experience Standard</li> </ul>
Eleven53 Interpretive Center	a. Conduct Opening Procedures	Use lockbox to open doors, needed cabinets and kitchen for supplies
		Post current weather reports from Main Lodge office
		Set up displays and computers for hands on experiences
	b. Provide Assistance with Eleven53 Activities	Animate center through all interactive displays, including computer opportunities
		Offer location information regarding surrounding Sierra peaks and valleys, as well as the relief map
		Maintain cleanliness with all displays offered throughout the day
	c. Oversee Interactive Computers	Know how to utilize interactive computers and their many menus
		Ensure guests understand the use of trackballs, menus and activities available
		Maintain menu displays when guests are not actively using a Learning Station
	d. Follow Appropriate Closing Procedure	Communicate with Management Team to determine appropriate closing procedure
		Close Center at assigned time, offering additional activities for guests still using activities
		Maintain cleanliness when closing, lock doors appropriately and lock keys in lockbox before descending on Gondola
	Handoff	Communicate with guests efficiently to determine additional interactive activities
		Provide information regarding special events
		Thank guests for spending time with us

# Guest Experience Trail

High-Impact Touch Points	Experience Standards	Success Activities
	<ul style="list-style-type: none"> <li>How do you want the Guest to feel during the interaction with HITP?</li> </ul>	<ul style="list-style-type: none"> <li>Determine observable activities that team members can perform to achieve an Experience Standard</li> </ul>
USFS Naturalist	a. Greet Guests	Meet guests in the Adventure Center area until 10:30am At the Totem, take photos and point out geographic and geologic features around us At other locations, prioritize listening and answering questions
	b. Offer information about our Forest area	Identify the Inyo National Forest locations
		Discuss Forest Management with areas of tree kill and fire danger
		Provide information on Wilderness areas around Mammoth and management styles
	c. Locations spent around the top of Mammoth	In addition to the Totem, walk to the summit area
		On a regular hour scheduled, walk out to the Lakes Basin Overlook
		Visit the Eleven53 Interpretive Center to greet guests and suggest walks
	d. Provide assistance with Guest Experience	Know details about Bike and Hiking Trails, especially those originating at the Top
		Offer information about other activities available
		Provide details on schedules of Red's Meadow access and alternative to visiting there when closed
	Handoff	Direct guests to activities with details to help them get to the activities successfully
		Provide information regarding special events
		Thank guests for spending time with us



# Guest Experience Trail

High-Impact Touch Points	Experience Standards	Success Activities
	<ul style="list-style-type: none"> <li>How do you want the Guest to feel during the interaction with HITP?</li> </ul>	<ul style="list-style-type: none"> <li>Determine observable activities that team members can perform to achieve an Experience Standard</li> </ul>
Woolly	a. Animate Presence	Communicate through friendly gestures
		Be enthusiastic, using a jovial and energetic manner and walk
		All mannerisms must be family friendly, keeping hands high both while walking, skiing and greeting
	b. Encourage Photography	Guides promote and protect Mascot's presence to allow family photography
		Share excitement to boost photography, both from Woolly and the guide
		Do not promote alcohol or tobacco in any way, including holding alcoholic drinks or containers
	c. Greet Interactively	Observe safe practices, utilizing appropriate hand gestures when around guests
		Maintain close contact to control guest interactions
		Guide only speaks for Woolly
	Handoff	Promote additional Woolly events and activities
		Maintain schedule to offer photography opportunities
		Insure a friendly, efficient closing

# Guest Experience Trail

High-Impact Touch Points	Experience Standards	Success Activities
	<ul style="list-style-type: none"> <li>How do you want the Guest to feel during the interaction with HITP?</li> </ul>	<ul style="list-style-type: none"> <li>Determine observable activities that team members can perform to achieve an Experience Standard</li> </ul>
Special Event Staffing	a. Animate Mammoth Resorts	Provide excitement to thrill guests during special events
		Maintain safety throughout event
		Offer efficient directions and information
	b. Follow Event Management direction	Host Management and Event Management offer team direction to define specific Success Activities; stay informed to follow consistent service levels
		Stay aware of possible needs through Management Team guidance
		Follow specific PAR requirements offered by Event Management group
	c. Utilize personal skill sets to help improve event offerings	Offer talents and skills through Host Management
		Use timely opportunities to thrill our guests
		Keep skill sets appropriate for family events
	Handoffs	Know event timelines to keep guests informed
		Offer directions, maintaining team communication for overall success