

# DOLOMITI SUPERSKI. 12 VALLEYS UNITED BY A SINGLE, UNIQUE SKIPASS

Dr. Gerhard Vanzi

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**Ski on 1,180 kilometers of slopes of which 475 kilometers are directly connected together.**

Is this really possible? Of course, with one ski pass!

Of course this can't be done on one day, but over several days on different routes up one valley and down the next... and in a natural environment that comes straight out of a fairy tale; the Dolomites, Italy.

**DOLOMITI SUPERSKI**

**450** ski lifts      **1.180** ski runs

**1 Skipass**

**DOLOMITI SUPERSKI**  
*It's my world*

The advertisement features a central map of the Dolomites region with a large '1 Skipass' overlaid. A ski pass card is shown in the bottom right corner of the map area. The background is light blue with white snowflake patterns.

**Reach for the sky with 450 lifts.**

There are so many lifts that can be used with the Dolomiti Superski ski pass. Scattered over 12 valleys in three different provinces, they link up 44 different towns, villages, peoples and cultures.

**DOLOMITI SUPERSKI**

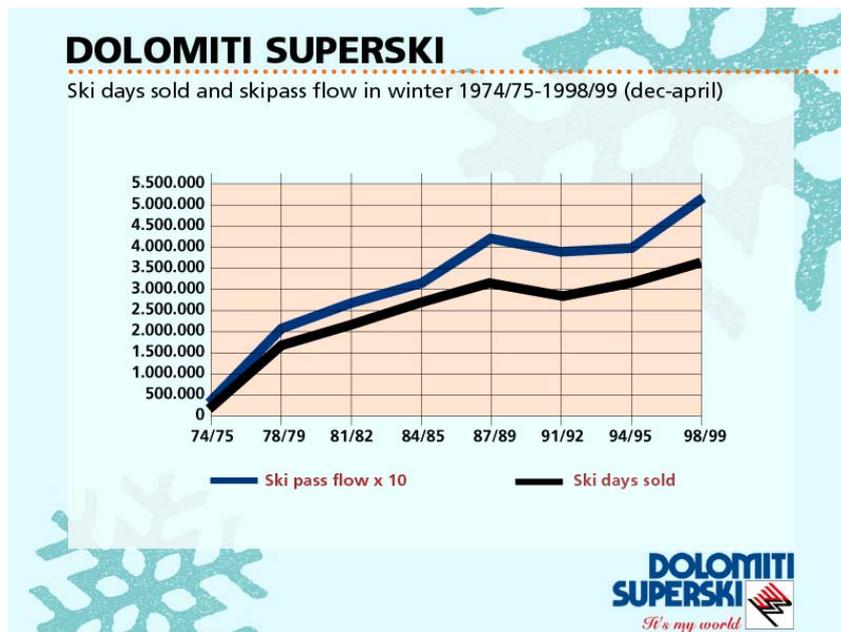
<b>1</b>	skipass
<b>12</b>	valleys
<b>450</b>	lift systems
<b>1.180</b>	kilometres of ski slopes
<b>200.000</b>	beds
<b>2.000.000</b>	skiers in one season

**DOLOMITI SUPERSKI**  
*It's my world*

The graphic lists statistics for the Dolomiti Superski pass. The numbers are in purple, and the descriptions are in black. The background is light blue with white snowflake patterns.

## 2,000,000 skiers in one winter season.

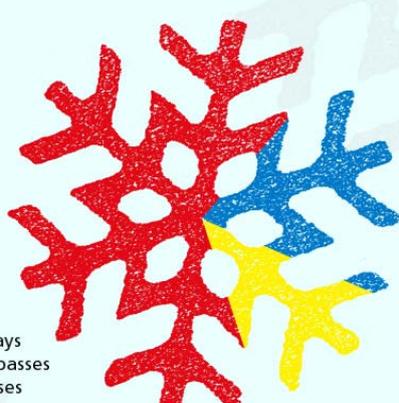
From Dolomiti Superski's beginning 25 years ago, the skiers present in the skiing area have increased consistently, exceeding 2,000,000 in the 1998/99 season (from December to April).



86% of the passes sold are multiday passes (2 - 28 days), and 36% of these are valid for six days. A peculiarity is the unit card pass that represents 10% of the income.

## DOLOMITI SUPERSKI

Skipass duration in the season 1998/99



■ 85% 2 - 28 days  
■ 8,2% Season passes  
■ 6,7% Day passes

**DOLOMITI  
SUPERSKI**  
*It's my world*



**The price is right.**

So what's the price of all this? Skiing in the Dolomiti Superski area doesn't cost any more than skiing in other areas. Due to the rationalization of the initiative that takes in account common interests and the economic consequences, the cost of the service is advantageous for the customer.

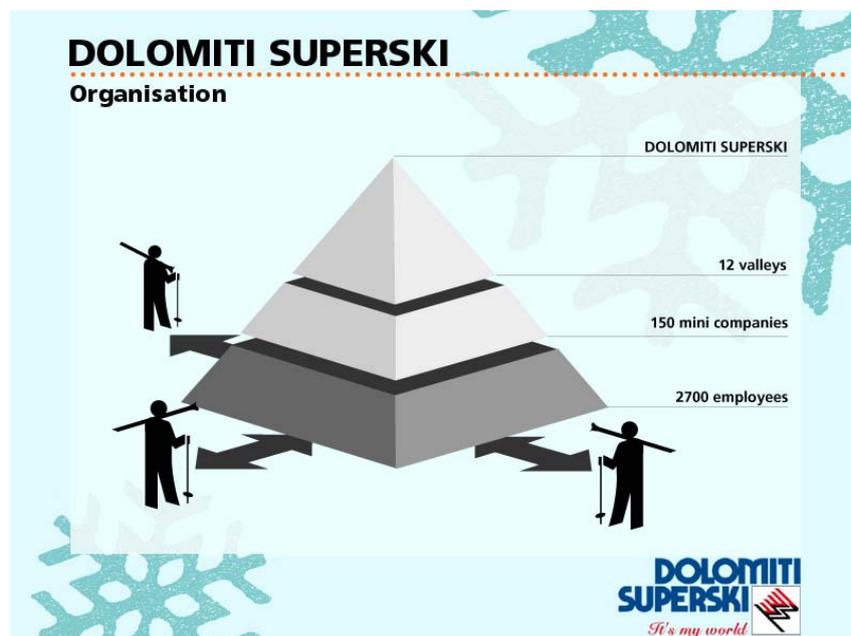
**A unique ski pass in the world - a unique organization - 150 mini companies.**

The beginnings of tourism in the Dolomiti Superski area go back to the thirties when the first lifts were constructed. The skiing villages were then formed around a nucleus - a mountain village - that through slow evolution adapted to the demands of the tourist trade. By changing the accommodation and service structures the village was transformed from a rural to a tourist economy. The development of the tourist economy solved the problem of the mass exodus of the rural populations and it created the conditions to protect the mountain economies. It thus became easier to live in the mountains in the traditional conditions of the agricultural populations and the areas were not given over to the building speculators. This evolution also created opportunities for the local resident and the tourist to come into contact in a more "civilized" way. This is the ideal way to build up a warm atmosphere and transmit to the tourist a feeling of hospitality that normally plays a critical role in qualifying a skiing area.

The idea of Dolomiti Superski came about at the beginning of the seventies thanks to some business people who had a specific vision; to allow skiers to go from one valley to another, without taking their skis off and with only one ski pass. Over the years a great network of lifts and slopes, allowing villages to be linked with the Dolomite valleys, was created as well as one organization to manage the ski pass. Dolomiti Superski was thus founded in 1974 and today presides over 450 lifts and 1,180 kilometers of skiable pistes. These are then managed by 150 companies that have no more than 60 employees and which are able to maintain their autonomy whilst managing investments. These companies are united according to geographic and geopolitical criteria in the 12 valley consortiums, which all belong in turn to Dolomiti Superski. The latter assumes the role of addressing, coordinating and controlling the political strategies to assure an efficient level of service. It also

manages the sales of ski passes and the distribution of the takings amongst the 150 companies which are equivalent to about 200 million dollars a season.

Together with the Tourist Associations it regulates and coordinates all the marketing activities for the entire Dolomite area.



### The magic formula

How is it possible to convince 150 companies of the Dolomiti Superski idea? With a magic formula, of course!!

The entrepreneurial formula for success was developed to achieve certain objectives in an organization that has two distinct entrepreneurial behaviors; on the one hand there is a close tie between the single companies to carry through and improve the Dolomiti Superski ski pass service and on the other the single companies create a healthy competition among themselves, not going on price, but on the service offered to the consumer. Each owner company can then witness an increase, through the system of sharing entries, in his or her income just by increasing the number of

people using the lift. This therefore makes each individual owner work hard to offer a superior service to that offered by his or her neighbor. This quality service is based on the preparation and care of the slopes, and the service offered in the running of the lifts themselves, expressed in terms of comfort and capacity. So, for example, 70% of the slopes are equipped with artificial snow machines and each night the pistes are prepared for the following day's skiing. The lifts are renewed after 10-15 years using the most state-of-the-art technology.

However, if the company cannot improve its service and its income begins to fall then it risks being pushed out of the market.



This is a policy of offensive innovation with average annual investment rates that are very high, equal to 35% of the total turnover. However, this system does automatically raise the standard of the service offered.

### **The instruments of work**

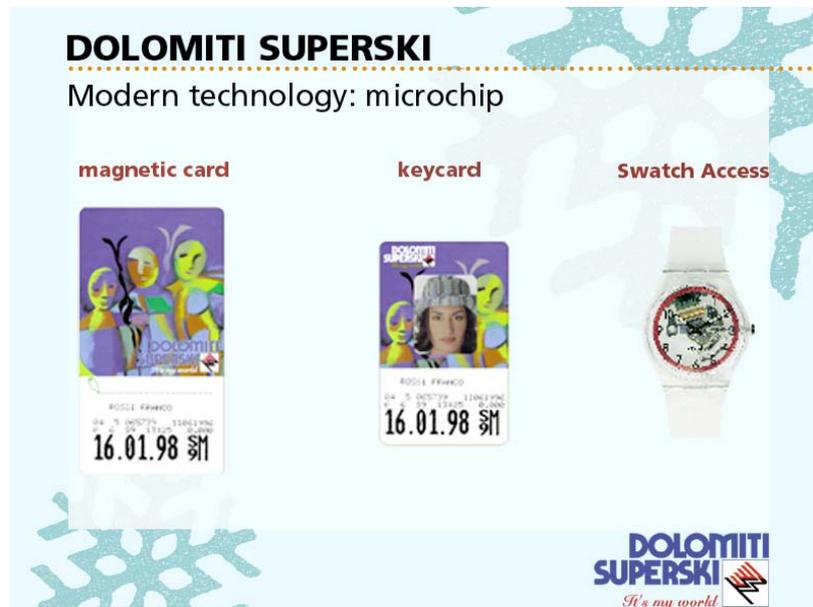
#### **Total Quality Management**

The service offered is managed through the philosophy that customer satisfaction is more important than making a profit. A Total Quality Management program that involves 3000 people has allowed us to rationalize and standardize the services offered, thus providing a better quality service.

**Controlled access**

The distribution of the takings amongst the 150 companies is made possible through a system that controls and records the number of trips on each lift. Memorization of short duration ski passes is achieved through magnetic cards and those cards that

are valid for 8 days or more have special microchips - like the keycard or Swatch Access that can be read from a distance.



### **Complimentary services**

The customer/skier in the Dolomiti Superski area makes 14 descents on average per day. In the evening these people then need somewhere to stay and restaurants where they can find a comfortable relaxing atmosphere. The customer has a wide choice - he or she can choose one of 10,000 small family-run hotels or guest houses with a maximum of 150 beds and which distinguish themselves through their welcoming mountain atmosphere and a studied, personalized service.

### **Dolomiti Superski. The challenge continues...**

The original idea behind Dolomiti Superski was to allow skiers to use a great variety of lifts and to ski on kilometers of slopes whilst having to acquire only one, unique ski pass. Today, in a week's holiday, a skier with the Dolomiti Superski ski pass spends on average 2.2 days in different valleys in the Dolomiti Superski skiing area to the one in which he or she is staying. The most demanding skiers even spend up to 4

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