



ENVISION CASE STUDY:

Mission Ridge *Wenatchee, Washington*



THE ORGANIZATION

Mission Ridge is a mountain and ski resort located near Wenatchee, Washington. Its location, situated well east of the Cascade Mountain crest is known for its fair weather and cold, dry snow. No other ski area in Washington matches Mission's nearby amenities or its overnight accommodation base. Mission Ridge was created in 1966 by a group of Wenatchee area recreation enthusiasts and businessmen as a local family ski area. Since that time ownership has changed several times, most recently passing from a Seattle based real estate development company to a private individual.

THE CHALLENGE

Over the years, the ability to compete with larger ski hills and resorts was becoming increasingly difficult as ski areas and resorts throughout the northwest began to upgrade lift equipment to popular modern high speed detachable quads. Added to the competitive challenge was the continuing unpredictability of Mother Nature. In earlier years, a Thanksgiving weekend opening was the norm, while over the last 20 years climate changes have produced unpredictability in the season opener. In the ski industry how you start dictates the financial success of the whole season. Added to the two trends was the change in ownership and uncertainty for many about what that would hold for the future.

THE SOLUTION

Mark Milliette, Mission Ridge's long time general manager joined with new owner Larry Scrivanich to bring in Upstream Northwest, a recognized leader in organizational vision and strategy. The goal - design a process to create a clear and compelling vision for the Ridge's future. This process would extend to include the insights, passion and wisdom of many key employees. "We were very excited about the possibilities for our future, but didn't know where to begin" Milliette said. "The challenge for us was to re-discover who we are; our purpose and values, while pushing ourselves to identify a vivid and compelling picture of our future. The Upstream Envision process enabled us to clearly define both."

THE RESULTS

In the year since the Upstream Envision Process and document were completed the organization has made significant progress in moving forward toward its envisioned future:

- As a result of a careful and thorough rollout of the Vision, Mission Ridge's owner, management and employees have developed a clear understanding of its core ideology (its purpose and values or who they are) and its courageous goal (where they are going).
- Commitment, accountability and attitude have all improved due to a stronger connection with its compelling future. Virtually everyone in the organization not only gets it, but gets excited by it.
- In spite of experiencing the second worst ski season in the Ridge's history, owner Larry Scrivanich and his leadership team were undeterred from the pursuit of their goal to "***Be The Northwest's Premier Mountain Destination.***" This commitment was demonstrated by the acquisition of a modern high speed quad lift AND the expansion of snow-making capacity infrastructure to 48 new acres, including the construction of an 18 million gallon reservoir. Larry commented, "We are doing this earlier than expected, but knowing where we needed to be made the decision clear when the opportunity presented itself."

Follow Mission Ridge's continued success at www.missionridge.com



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Mark Milliette
Mission Ridge General Manager