

CASE STUDY ANALYSIS GRID

Situation

In clear, concise but complete bullet points, describe what the situation of the business is as discussed in the case. In other words, what is the state of the business at the time of the case and how did it get to this point?

- Value proposition
 - Uses propane for heat (water/cook)
 - A compostable and biodegradable porta-potty was available for toilet facilities
 - All food was brought in, and all waste was brought out → Safety measures were taken to prevent wildlife from being drawn to the camp
 - Provide helicopter fly-in/out
- Package
 - Lower prices (compared to competitor, but also underpriced)
 - 1-4 nights, accommodation on-site, 2 meals
 - Fly-fishing locations priced differently
 - Opt for scenic boat trip w/ experienced guide w/o fishing \$300-700
 - Designed low carbon footprint
- Target market (US)
 - Middle-aged businessmen
 - Wealthy (disposable income)
 - Love for fly fishing
- Value chain
 - Issuing permits to providing offsite waste disposal
 - Clients typically repeat customers and booked their trips up to one year in advance
 - Business season extended from mid-July to early September, when fishing was at its peak
 - Typically, clients brought their own fishing gear, but LCA could supply them, if needed
 - Bulk of costs were associated with purchasing rod days for guides, helicopter travel, and food
 - Food and beverages were purchased from the local Save On Foods grocery store, Costco in Lethbridge or Calgary.
 - Several local businesses that could be considered for food sourcing (Loaf Bakery, Fernie Mountain Market, Iron Creek Catering)
- Financials
 - Combined revenues \$46,293
 - 2013 (LCA's best yr) 10% return before labor of Wilcox+wife
 - 2014 spent \$1,984.77 on food+drink (27% lower than 2012) due to Costco shift

Needs, Objectives, Considerations

As a result of the situation described in the case, what are the needs, objectives and key considerations the business is encountering? What are its needs? What must it overcome? What considerations does it need to take into account?

- Reputation of LCA closely tied to Wilcox himself - a well-established positive reputation in the local community, having spent many years as a ski patroller and search-and-rescue volunteer
 - Relied on word of mouth
 - No social media
 - Very basic informational website
 - Dated in design
 - Lacked online booking capabilities
 - Client testimonials
 - Excellent experience
 - Wilcox's knowledge, organization, personality
 - Environmental (Stakeholders)
 - LCA had received some opposition by a local environmental activist group called Wildsight, a sustainability group that was formed to protect the environment in the Kootenay region
 - LCA operation did not infringe on traditional aboriginal lands
 - Elk River Alliance and Fernie Fly Fishing (see Exhibit 6)
- Regulatory factors
 - LCA's permit with the provincial government was coming up for renewal
 - The fee for an annual angling license was \$36 for a resident of the province, \$55 for a Canadian resident outside the province, and \$80 for a foreign, non-Canadian resident
 - Rod days - The maximum requirement for rod days that Wilcox envisioned for LCA was 60 rod days per season
- Wilcox found partnership challenging b/c lack of control
- Competitive landscape
 - Fernie Wilderness Adventures (FWA)
 - Over 20 yrs
 - Year-round
 - Information easily accessible through third party websites (eg. TripAdvisor, Tourism Fernie, Catskiing Canada)
 - Easy to use, information clearly presented, pricing/trip details listed, online booking available
 - Rich scenery along Elk river
 - Guided fishing, cat skiing
 - Flexible pricing/packages, customizable by phone

- Montana Angler
 - Located in Montana, on US-Canada border
 - Family-based
 - Fly-fishing, day-trips, lodging packages, wilderness camping adventures
 - Coordinates third-party stays
 - Higher cost
- Indirect competitors
 - Different focuses
 - Tours
 - Activities
- Market
 - Increased in Fernie, last 10 yrs
 - Predominantly known as ski destination
 - Becoming all-season location with fly fishing, mountain biking, ziplining, ropes course
 - Focused on natural destinations, environmental education, conservation, support for local cultures and economies
 - Willing to pay higher rates with repeat visits
 - Health/sustainability lifestyle
 - Responsible production of products (conscious brands)
 - Certification
 - New
 - Increased number of females between 45-65
 - Educated
 - Disposable income
 - Uphold quality
 - 18-44
 - Image/status
 - Engaged in social media