

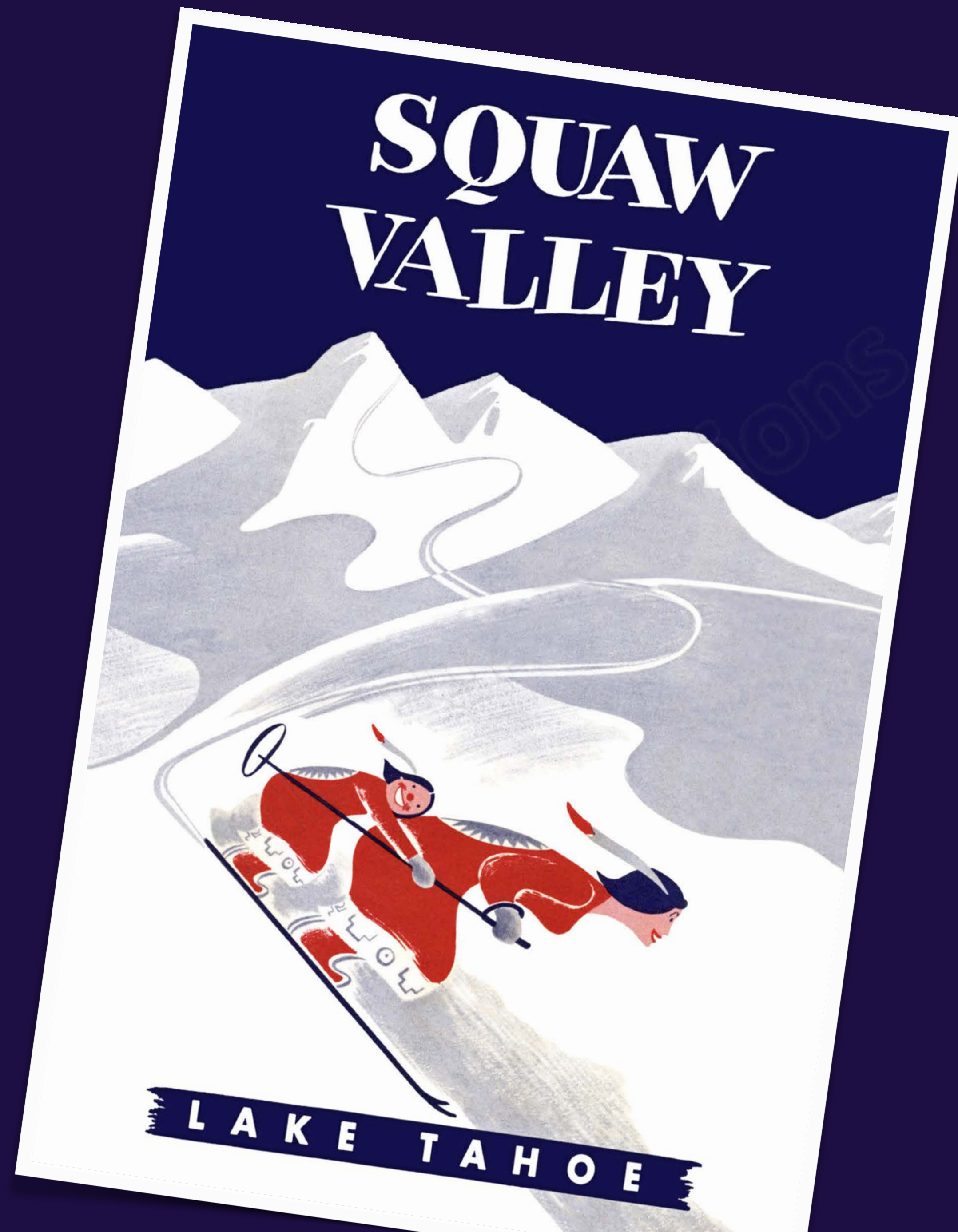
ST
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PROGRESS IS IMPOSSIBLE WITHOUT CHANGE:
CULTURALLY SENSITIVE REBRANDS



WHY CHANGE A NAME



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We couldn't go forward with a name that meant something offensive to the people who lived here before us, who are our neighbors.

RON COHEN

It is unlikely the founders of the resort intended any harm.

Still, the name wasn't exactly ideal from the start ... and became more problematic over time.

The name negatively affected an entire population — especially the females of that population.

People beyond that community became advocates.

Of course, not everyone was on board. Changing the name would cause people to evaluate their own relationship with the place and the name.

But, ultimately, we need to ask: do we want to be known as an entity perpetuating harm? Or as one making a positive change?

1. Don't wait for the tide to turn against you.

A logical source of the name is based on fact. When the first emigrants moved through the valley in 1849-50 they were surprised to find only “squaws” and children at the summer encampment. The males were away on a trek to Long Valley, sixteen miles to the southeast. Since the emigrants found a majority of women in the base camp they named it Squaw Valley.

However, the idea that the name Squaw Valley originally came about as an “honorific” to Indian women is contradicted by history and context. Even if the above story is true, the use of the name today is considered to be derogatory and offensive.

Research conducted by our client located the real foundational story, from an article in the Iowa Hill Weekly Patriot in 1859 based on events that took place in 1852.

The name referred to the cold-blooded murder of a Washo woman by a young man who was part of an emigrant wagon train. He stated that, upon arrival in California, he would shoot the first squaw he saw. Which he did. She was murdered solely because of her race.

This explanation comports very well with the historical context, far more so than the maidens in the meadow story.

When Struck got involved and met with the Washo tribe, and especially the women of the tribe, we began to draw inspiration from many sources, but found no greater motivation and no greater guiding light than the promise of this:



*2. A name is not as important
as you think.*



A name matters.

And doesn't.

After all, the product is not changing.

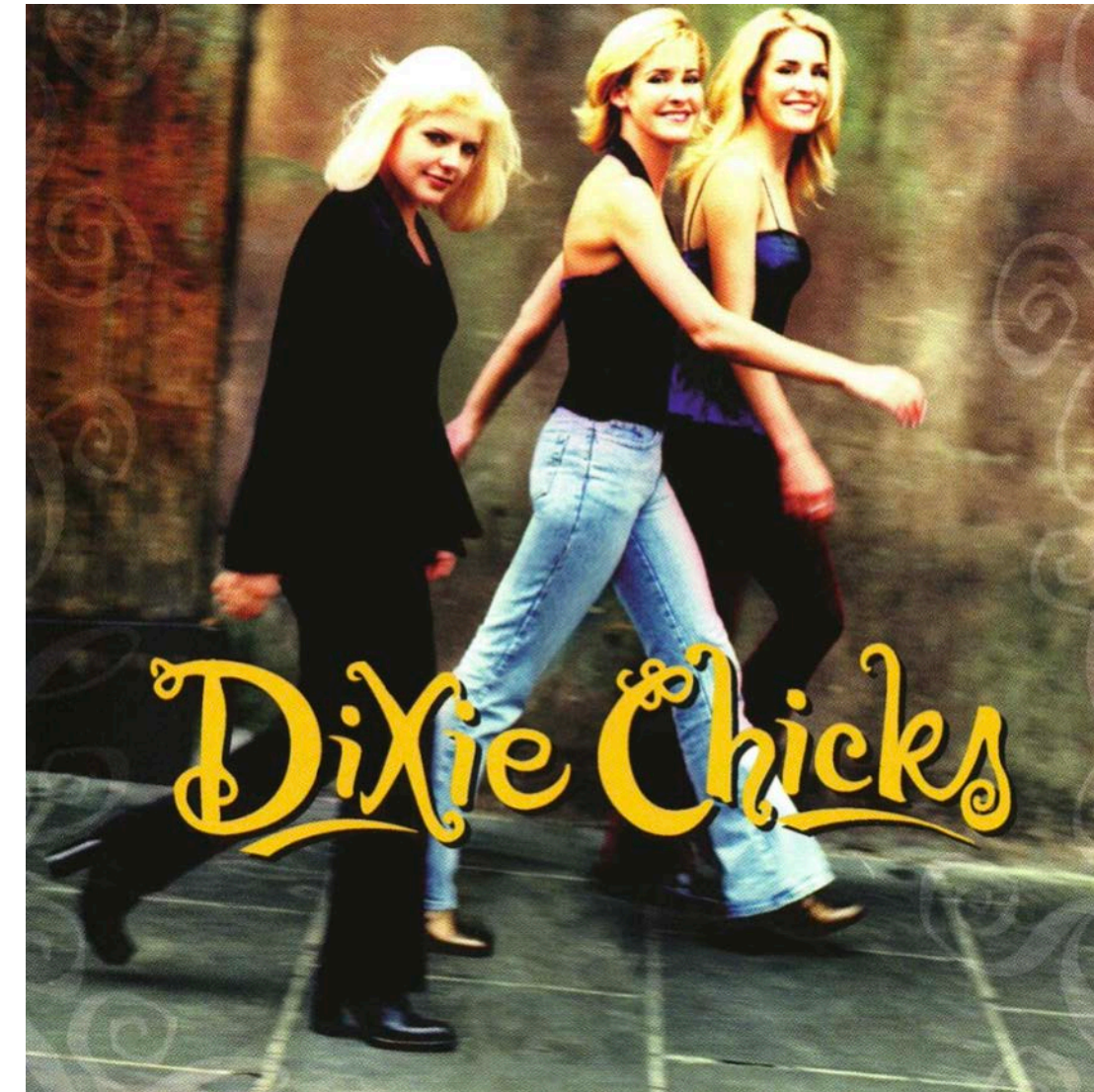
Washington still plays football.



The Pearl Milling Co. still makes delicious food products.



The Chicks still make great country music.





Land O Lakes still makes fantastic butter.



So as you approach a name change, consider the parts of the brand that will endure, and the parts of the brand that are uniquely yours.

In our case, the storied terrain and the unparalleled ways the resort made skiing history, including the 1960 Olympic Winter Games and the birthplace of the freeskiing movement.



3. Take the good forward.

This is one of the few resorts that people incorporate as part of their self identity. So we needed to find a name that carried forward the positive aspects of the resort's unparalleled history and reputation.

MANAGING THE STAKEHOLDERS

4. You can't please everyone, but you can make everyone feel heard.

Our audience was complicated: corporate stakeholders, old timers and local residents, customers, the Native American population, employees and athlete teams and the broader global audience of skiers and boarders and people paying attention to the name change.

We gave all of them a voice, and then made decisions based on what we learned.

Two discovery sessions with 20+ stakeholders: employees, athletes, community members
Seven in-depth interviews with key stakeholders representing the groups above
2,822 surveys (1,415 drive market customers, 1,106 Ikon passholders, 401 employees)
Conversations with tribal leaders and the tribe's communications representative
Consultation with a linguistics professor specializing in North American indigenous languages

5. You can't eradicate the past.

And you probably shouldn't.

It's not possible to fully make up for something — especially if it is something that happened before most of us were here.

BUT you can mark a new beginning. You can say you've learned, and listened, and changed. And you can definitely stop doing what you've been doing and start doing it better. And remember,

The next generation is already there.

Your job isn't done with the name change.

In the end, we wanted a name that did not merely reflect past glories, but signaled a commitment to a bright, optimistic future as Tahoe's preeminent ski and summer destination.

EXPLORING OUR OPTIONS

6. Ask: What is the most important thing to say?

Could we honor the Washo?

Could we use a female honorific in order to make amends for the past?

Should we pull from our history or focus on the future?

Should we start over completely?

Could we invent a word?

What would be not only genuine but ours alone?

7. But remember: the name can't do it all.

We explored:

The landscape.

Former or current place names.

Legends.

Native American/Washo language, symbols and associations.

California.

Concepts.

New words.

Naming each side of the resort something unique.

We wanted to avoid insincerity, pretension, cultural appropriation and sacred themes. We also didn't want to offend any future audience.

Oh. And it HAD to be easy to pronounce.

Alpin
Alpine Arena
Alpine Belles
Alpine Cliffs
Alpine Eagle
Alpine North
Alpine Peaks
Alpine South
Alpine Valley
Altius
Anthem
Arcadia
Arcadia Belles
Arcadia Peaks
Aren
Asta
Asta Belles
Asta Peaks
Asta Tahoe
Aurora
Banner
Beacon
Big Granite
Bighorn
Black Feather
Blackpine
Blackstone
Blackwing
Bluebear

Blueberg
Campeon
Capital
Champion
Cloud's End
Cutleaf
Dalaga
Dalak Mountain
Da Ow
Deephaven
Deep Rock
Double Eagle
Eagle's Rest
El Dorado
Equinox
Everwild
Fireborn
Foxtail
Giant
Glory
Gnarlwood
Granite 8
Granite Arena
Granite Belles
Granite Chief
Granite Cliff
Granite Crest
Granite Crown
Granite Eagle

Granite Edge
Granite Meadow
Granite Peak
Granite Rise
Granite Sky
Granite Spires
Granite Towers
Granite Valley
Halcyon
Headwall
High Camp
Hokan Valley
Idlewild
Ironside
Juno Peak
Ladalak
Laketop
Littlewolf
Lodestar
Lost Camp
Los Valles
Meridian
Merite
Montage
Montoro
Monument
Motto
Mythic
Olympia

Olyparc
Overland
O'erland
Pacifica
Palisades
Paragon
Paramount
Placer
Ravenhead
Red Dog
Rising Rock
River Run
Silverado
Sky Lake
Sky's End
Sleipnir
Snow Peak
Solaris
Solaris Tahoe
Solstice
Sonder
Spiderwolf
Sunstone
Sunstone Tahoe
Supreme Valley
Tahoe Alpine
Tahoia
Talons
Talus

Tandem
The Forge
The Siren
The Sisters
The Tors
The Valleys
Thunder Alps
Thunderhead
Thunderline
Titan
Totem
Tumbaga
Twin Peaks
Twin Valleys
Union
Valdoro
Valeos
Valle D'oro
Vallon
Washo Valley
Whitethorn
Wildbark
Wildbear
Wildhorse
Wildsong
Wildwolf
Wildwood
Wyld
Zephyr + more

Ultimately, the name reflects the land and the unique geographic area that forged the resorts reputation.

The graphic identity did some of the heavier lifting: it helped unify many of the aspects that diverse groups felt were necessary, including references to the Washo people, California and the merging of two distinct resorts.

PALISADES TAHOE

Palisades is an area at the resort with runs that range from expert to truly extreme, and the toughest pitches are among the most dangerous in all of North America.

Tahoe was added to suggest PT is the definitive resort in an area that includes 14 other ski resorts.

Scale of eagle to mountains
honors Washo tribe

Two Mountains (Palisades
and Alpine)

Also: Eagle feathers and the
waves of Lake Tahoe



Eagle honors the Washo tribe and
resort history (Shane McConkey)

Top of eagle is flat,
like the ridgeline

Wave shape derived from
California surfing culture
Also: Sun over the valleys

In the end, the name was one possibility for honoring those harmed. The identity was another. But they were less important than the commitment, intention, enthusiasm and spirit behind the change.

There is now a Washo museum on-site, funds and donations support the current tribe, the annual Washo pine nut festival will be held on resort land, and scholarships help Washo youth both attend school and ski at the resort.

BUT HOW DO WE BRING OTHERS ALONG?

8. Look ahead.

Everything has changed. Nothing has changed.

Squaw Valley/Alpine Meadows is now Palisades Tahoe.
The terrain, the community and the memories remain.
Get the full story at palisadestahoe.com.



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Progress

is

Squaw Valley/Alpine Meadows is now Palisades Tahoe.

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impossible

without

change.



Be legendary.

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