



Coronavirus: Crisis Guide



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INTRODUCTION



A Message from Katrina Craig, CEO

The coronavirus pandemic has wreaked havoc on the travel industry and hotel owners and operators are having to make difficult decisions quickly in order to respond appropriately. Hotel Solutions Partnership is here to provide support and assistance to our industry in these rapidly changing times.

Our seasoned consultants have been serving the international hotel industry for more than 16 years and in that time, we have helped businesses survive and rebuild after economic, political, health and climate-related crises. Though the threat posed by COVID-19 is unprecedented, we stand with you throughout this unique period.

We are pleased to offer this **Crisis Guide** as a complimentary resource for hotels to use as they face challenges never encountered before.

In order to provide an even deeper level of support to our industry, we are also offering complimentary online consulting sessions of up to one hour with one of our experienced consultants to help you focus on the issues your team should be addressing.

We have a limited number of appointments available per week, so it is important to schedule a call by registering on our website. We will contact you to schedule your complimentary consultation on a first come first served basis.

We hope that you find this guide useful. We are standing by to assist you as our entire industry navigates its way through this crisis and toward the better times that lie ahead.

Thank you and stay well,

A handwritten signature in black ink, appearing to read 'Katrina Craig', written in a cursive style.

Katrina Craig

CEO, Hotel Solutions Partnership, Ltd.

FOREWORD

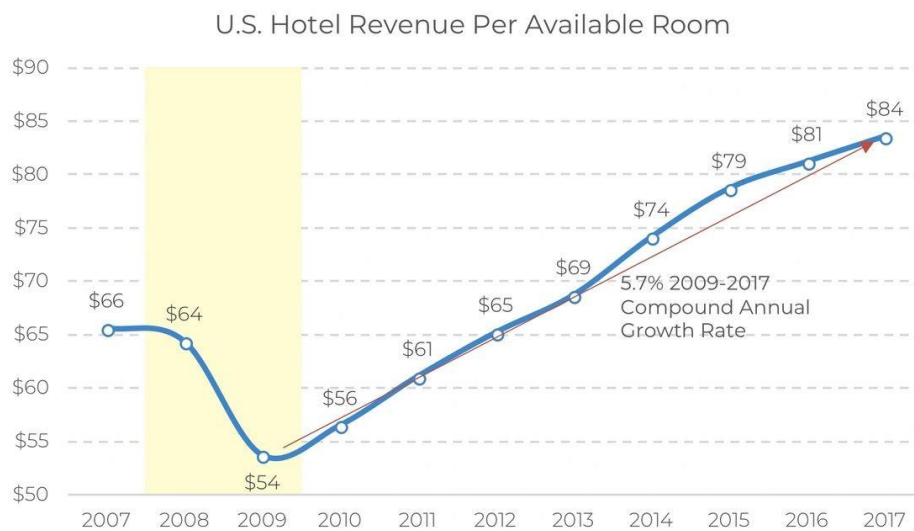
We are living in a time when the travel and hospitality industries are navigating uncharted territories; where in just a few short months, the entire industry was brought to its knees with the global pandemic of COVID-19.

Generally during economic downturns, we have history to revisit for insights and lessons learned that help us develop strategic playbooks to navigate these slumps, but with our current situation, there is NO similar moment in time to look back on, leaving us with one big question – **what do we do now?**



These times call for our hospitality and travel leaders to be “the glass is half full” leaders. What we do know for CERTAIN is this –there will be recovery. It’s a proven concept across every financial index.

For example, pictured is a graph (by Skift) showcasing US Hotel RevPar over the course of 10 years from 2007-2017 including what we thought then were unprecedented times – the global recession from 2007-09.



Source: Hotel News Now, PwC Hospitality Directions. Data as of 2017. Shaded yellow bar indicates U.S. recession.

FOREWORD

Moving Up

We remain positive that the travel industry will bounce back from this crisis and the hospitality and travel industry must be ready. No one has a crystal ball that provides the answers we seek, therefore, we need to recognize that our standards and normal ways of conducting and managing our business are going to change drastically, and that they will continue to evolve with the recovering economy and shifts in consumer behaviour.

Now is the time for out-of-box thinking, industry innovation and courage to push ourselves to accept approaches that feel imperfect or contrary to past experiences. We must also have patience and do what we can to influence consumer behaviour as there is always a psychological shift in consumers post-recession.

Understanding the psychology of consumers during economic downturns is an absolute MUST for our industry as post-recession consumers don't emerge the same as they entered. What worked before, may not work moving forward. In post-recession, the outcome is always a new normal – a fundamental and permanent change in consumer behaviour. The more we understand our new normal in advance and the opportunities it can create for our industry, the faster we will recover.



“Now is the time for out-of-box thinking, industry innovation and courage to push ourselves to accept approaches that feel imperfect or contrary to past experiences”.

FOREWORD

The Path to Recovery

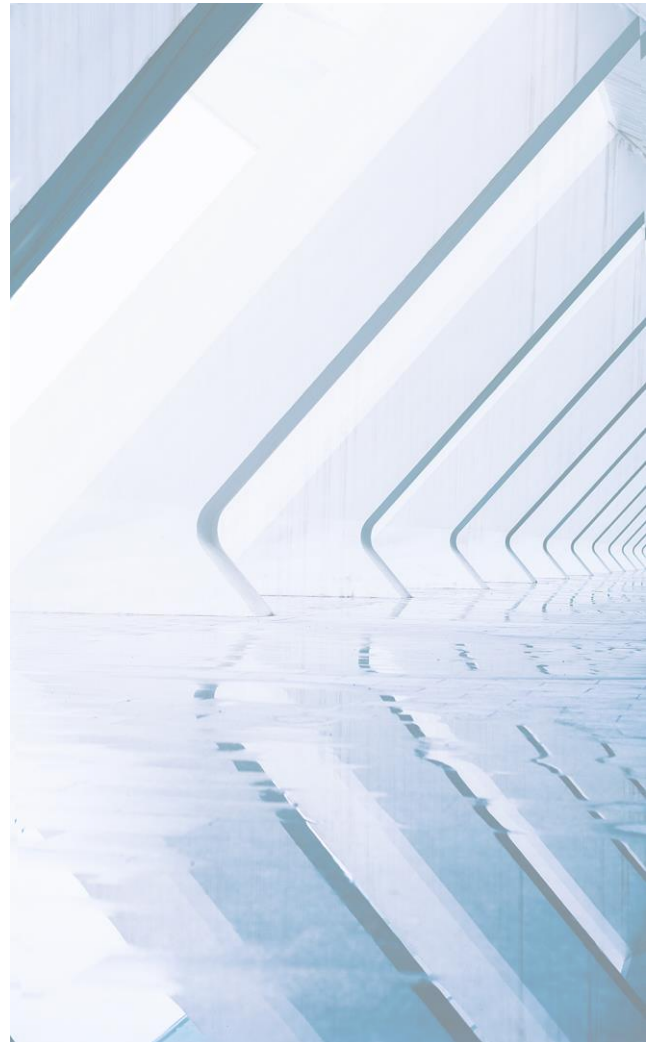
While no two businesses are alike, there is a model - The Recovery Roadmap - that can be applied to any operation or discipline to kick start the recovery process and get your doors back open.

Understandably, the thought of “**where do we go from here?**” can be overwhelming. A simple, focused process is the best way forward.

This Recovery Roadmap along with our Crisis Guide recommendations will help your team navigate more easily, and by leveraging these tools, you will get your operation back on track quickly.

Clear leadership will also instill confidence in your team and help the recovery process.

This is a generalized roadmap and each individual operation and their corresponding starting points on the map may look different, nevertheless the trajectory and pathway forward will be the same.



The Recovery Roadmap



FOREWORD

This guide has been compiled by our veteran consultants each from a different area of specialism. The guide has been split into five key sections.

1. Finance
2. Revenue Management
3. Sales
4. Marketing
5. Operations

Contributors

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Operations

THE CRISIS GUIDE

Finance, Restructuring, Managing Your Lenders

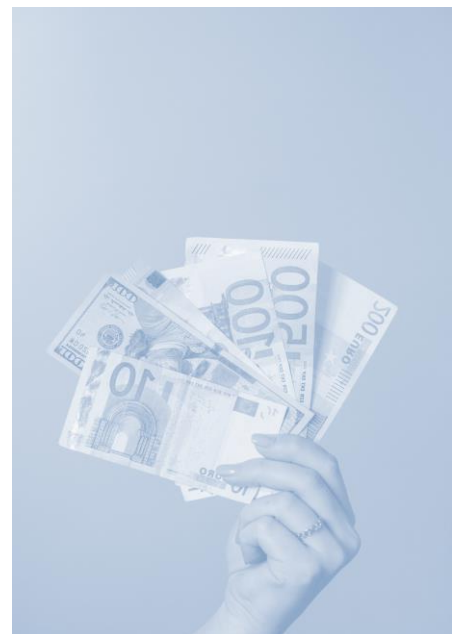
➤ Forecasting

- This is simply the first and most important task at hand. You need to complete an expense review and contingency plan (see below) and revenue forecast based on various scenarios to quickly understand how long you can remain cash positive.
- Once you have completed the various forecasts for revenues and expenses for the full year, focus on the worst-case scenario in order to understand your cash burn rate and cash flows. This will allow you to quickly understand how long you will remain cash positive without further support from lenders, grants or government programmes.
- We can offer robust forecasting assistance if this is urgently needed. We have a team of financial experts who, with specific experience and fresh eyes, can review your financial position and operations and help you to prepare a detailed re-forecasted financial model based on a series of quickly derived assumptions.



➤ Expense Reduction

- We are confident you have already identified several levels of contingency. Our single biggest recommendation is getting to the deepest level immediately. Given that there is no finite timeline, it is imperative to protect your cash as early as possible.
- Work with vendors. Contact every one of your vendors and ask for their help with pricing, payment terms, volume requirements or for any form of relief they can offer. Many vendors are doing this because in the long run they want to be sure they are maintaining a positive relationship with clients. By the same token, remember your clients will be reaching out to you for the exact same reason.



THE CRISIS GUIDE

Finance, Restructuring, Managing Your Lenders

➤ Managing Your Lenders

- Keeping a clear head when you are in financial crisis is very hard to do. We are here to help you stay alert and stay proactive to alter your business, update your forecasts and prepare your business strategic plan to share with your lender or financing partner.
- The key here is the word 'partner'. We recommend that you be completely transparent with your financing partners so that they can offer suggestions of assistance and best prepare to support you.
- Our team can help you review your business to put forward the most compelling case to your financing partners to ensure they support you.



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Revenue Management

➤ Cancellation, Refund and Reservation Policies

- Like many hotels, you may be waiving cancellation fees and refunding pre-paid non-refundable deposits. Examine other options like refund vouchers or roll-over deposits for a re-booked reservation. Doing so will help you better manage cashflow.

➤ Future Reservations

- Be proactive and reach out to people before they cancel. This way you can control the narrative and already let them know about your flexible options and perhaps offer some added value to postpone the reservation rather than cancel. We strongly recommend not discounting rates.

“Be proactive and reach out to people before they cancel. This way you can control the narrative.”

➤ Rate Strategies

- We recommend that you hold on to rate as long as, and as much as, possible. Eroding your rate in the fight to capture the limited amount of demand available as we emerge from this crisis is a short-term strategy that will have a long-term impact on your performance. We understand that every property and environment is different and that it will become very competitive as every property fights for business as it rebuilds.
- Think differently about what will drive customer demand in the future: add value to your rates in a new and unique way rather than discounting. For example, we believe that there will be a surge of domestic family reunions and so offering reunion rates that allow kids to stay or eat complimentary so that the family can have an escape together is a great way to address the market needs and add value.

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Revenue Management

➤ Switch/Sell Opportunities

- This is a phrase coined by one of our consultants, and we use it to encourage hoteliers to be more proactive during this enforced lull and win business back from previously robust sources that may have loosened their grip.
- In short, there is an absolute opportunity to pick-up new business via a hotel's own website by encouraging potential customers to move from established portals (OTAs) to hotel direct bookings. It is nothing new and what all hoteliers dream of, but what has changed is the moment.
- OTA's are currently as vulnerable as hoteliers themselves. Overnight their business model has crashed too, and restrictions and conditions are also affecting them. So, there is an opportunity to engage directly with an audience that may have been previously loyal to their brand.

One of the largest global portals reports that as many as 8 out of 10 bookers will use them to source the property, but before making a confirmed reservation will visit the properties own website and then revert to them to complete the booking. So, this being the case, how do you capture the guest and save yourself in the region of 10-15% on commissions.

- The guest mindset in this present climate is now at a time when you could adopt them for "life" instead of falling back into the routine portal (OTA) scenario, providing they see the benefits. It is a time when the actions and steps that we adopt now will provide dividends today and for tomorrow.

Top 10 website checklist without additional spend:

- ✓ Engage and communicate with the audience from the moment they land on your website.
- ✓ Ensure content is relevant and current; remember that they are looking at your site for assurances, more information, engagement and clarification. Include calls to actions.
- ✓ Let them know you are open for business, what precautions and measures you have put in place as a result of COVID – 19. Stress how safety of all is paramount. Show evidence of supporting the challenges ahead, community etc.
- ✓ Adapt your confirmations, pre and post e mails.
- ✓ Bear in mind that some OTA's may not be accepting bookings for stays over critical periods so visitors to your site may resort to booking direct, which may take them outside their comfort zone or normal booking pattern; so, make it easy for them and then they should also be easier to retain.
- ✓ Create compelling offers for now and the future.
- ✓ Incorporate hooks
 - lowest rates, best rate guarantees etc.
 - encourage them to join the mailing list for guest benefits – upgrade, discounts, secret deals, loyalty programs, added value etc.
 - utilize the tools within your booking engine or upgrade to one with more bolt-ons and marketing initiatives, data collection capabilities etc.
- ✓ Broadcast your news through social media channels, blogs, newsletters and link them back to your website.
- ✓ Ask for help if this is not your areas of expertise.

THE CRISIS GUIDE

Sales

➤ Group Segment

There are five areas of focus that we see for the Group Segment.

- 1. Re-booking Groups.** No doubt hotels have already handled the majority of requests to cancel and alternated between the options of collecting cancellation, holding cancellation fees to apply to a future booking or simply postponing the group. The key is to get ahead of your groups and be the first to proactively contact them to discuss their options.
- 2. Seeking Out Any New Group Business.** Look for any potential business that may be medical or first responder related, it could be RFPs from your local municipality looking to take hotels over for medical or quarantine or for first responders as an example (more detail below).
- 3. Maintaining Future Bookings.** It is essential to ensure that you keep your sales team active even if your hotel is closed or offering reduced services. Most importantly, they should stay in contact with all future prospective, tentative and definite group bookings to protect them or if necessary, move them. This will be an integral part of your reforecasting as knowing the clients' mindsets will be important to estimate the impact on future bookings that are still on the books.
- 4. Setting the Strategy for the Future.** Quickly working with senior leadership and revenue management, decisions should be made on forecasted transient demand which will likely be lower than normal. This will allow you to move groups to times you might not normally take them, in turn allowing you to keep the business on the books within the year. Strategy shifts on demand markets need to be assessed quickly as well – domestic vs. international for example.
- 5. New Offerings.** This is a great opportunity to create programs around what companies may want or need after the crisis and build a marketing plan around them. For example, rather than Team Building programs, Team Reunion programs to get the team back together after so many weeks working remotely may be an appropriate initiative. Consider how to market Team Reunion programs in this new way that takes advantages of your facilities. There will be a lot of pent up demand for teams to get together face to face again, even if they work in the same office, programs like this are likely to have great appeal.

Adding value to your meeting packages will help to ensure that companies that cancelled their event bring their business back and help to add new businesses as well as competition for business will only intensify. Adding wellness options to your packages may be a good way to appear more appealing after the crisis.

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Sales

➤ Corporate Segment

1. **Maintain Relationships.** Many businesses will be working from home and most have a complete travel hold in place. So, the point here is not to look for local corporate business, but more so to maintain the relationships. Especially if workers are working from home for the first time, ensure your sales team find ways to be the best part of their day by calling to check on them and offer a positive thought and inquire how their company is doing. Maintaining regular contact, more regular than normal, will keep you first in mind when they start booking again.
2. **Additional Appeal.** Consider additional ways you could appeal to them when business travel resumes and offer added value to them to house their travel with you.
3. **RFP Season.** RFP Season is fast approaching, and it is essential to stay on top of RFPs as normal. They will still have relevance as the corporate travel market bounces back. Be respectful of any delays requested by companies and seek to accommodate them.



➤ Leisure Segment

1. **Proactively Call on Reservations.** Call on cancelled reservations and offer alternative dates and value adds along with greater flexibility around travel restrictions. Proactively contact future reservations that have not yet cancelled, to manage booking attrition; and offer to rebook the trip at a future date with the same added value offer. You may have to adjust your offers and strategies depending on whether the reservation is domestic or international. Take this opportunity to provide enough information so your customers feel safe. If you are proactive, you have a stronger chance at preserving a booking before it is simply cancelled online.
2. **Target Self-Isolation Customers.** For specific regions/cities, target self-isolation guests arriving from overseas. We are seeing many hotels that are still operating, offering their rooms for this purpose. Intensified training for staff will be required on how to handle this along with appropriate health and safety measures being put in place. By supporting this need, you provide a necessary service for the community as well as secure business for up to two-week stays.
3. **Post Lockdown Opportunities.** Post lockdown period, you can partner with other local companies (museums, attractions, etc.) to create specific programs for multi-generational families, and friends to travel and reunite or mark special occasions.
4. **Focus Where the Flights Are.** It will be especially important to stay up to date on flights to your respective destination(s). Flight schedules will continue to be limited and change frequently for some time based upon enacted travel restrictions and consumer behavior around travel when restrictions are lifted. This information can be used to better determine where to allocate your marketing and sales dollars in the earlier stages of recovery.

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Sales

➤ Local Market

Every local market is unlike the other; each experiencing different circumstances. Much here will depend upon the pandemic stage your community is temporarily in, and whether social distancing restrictions are in place. Below are some ideas for local market activities, but their success will vary based on market-specific conditions.

1. Rent rooms for temporary offices - remote working for those who cannot (or will not) work from home.
2. Rent rooms for medical staff with specific floors.
3. Reach out to the local community. They will be ready to vacate their homes and enjoy social experiences. Offer programs including accommodation, special dinners, spa treatments, etc.
4. Promote get-togethers with friends in your F&B outlets (happy hours, themed dinners, shows).
5. Implement food delivery and laundry services for those places where quarantine is still in place, or for the elderly.

➤ The Virtual Sales Role

1. Make the best use of your sales team's time at home by running virtual web-based brainstorming sessions with your sales team to keep them motivated and bring creativity to the forefront.
2. Every day you are not educating your sales team, is a day of wasted opportunity.
3. Host webinars for travel agents and companies. Think of this as virtual fam trips using photography and video.
4. Challenge your team to create vivid descriptions of the hotel, listing out minute property details.
5. Challenge your team to review your website through a consumer lens and think how travel habits may change.

➤ Shelter Opportunities

1. Every market will be different depending where you are in the curve of the crisis, however, many markets are looking for temporary housing blocks / hotels for sick patients that are not critical as well as to house healthcare workers. Many cities are putting out RFPs for such housing and if you are willing and equipped to take this business, the bids are for up to a four-month commitment that could compensate in part for recent losses from the Coronavirus.
2. It should be noted that you should not be put off by the concern of housing patients with Coronavirus. In many cases, hotels being used for sick patients are often for patients that do not have the virus but have any number of 'regular' illnesses that do not require being in intensive care.
3. We recommend searching local agency websites for bids for temporary shelters and submit your response at the earliest opportunity.

➤ General Recommendations

1. **Send a very strong message.** Postpone, don't cancel.
2. **Cross utilize other team members.** As mentioned elsewhere in this guide, other underutilized staff members can be cross trained to bolster sales efforts. In some cases, this can be a way to provide paid work to staff that may be laid-off or furloughed. Expanding your sales team will enable you to reach your customers far more quickly and in a much more personalized way.
3. **Work on building relationships** with organisations / companies who may become a client afterwards. Remember that anything you do for the community during this time will be remembered and may return to you in the form of a future business relationship.
4. **Drive-in market focus** - Where it is appropriate for your destination, put immediate focus on the drive market while airline schedules may still be heavily reduced or subject to ongoing regular changes.

THE CRISIS GUIDE

Marketing

➤ Marketing Roadmap to Recovery

Putting concepts into practice are incredibly helpful, therefore a sample “marketing roadmap to recovery” is included below. As this is a generalized guide, it will not apply to all circumstances and should be modified to suit the individual operation’s current situation and needs.



THE CRISIS GUIDE

Marketing

➤ Marketing Considerations for the “New Normal”

Within this section are considerations worthy of sharing to get your marketing back on track while resetting and evolving approaches to meet the “new normal”.

- DON'T cut your marketing and sales budget completely– this is a mistake and it can undermine your future performance. Instead, contain your costs by focusing on what works and cut out what doesn't. **This is “triage” not “sabotage”.**
- Save money for future promotions and focus efforts on no-cost to minimal cost digital channels including organic approaches.
- Adjust your marketing budget proportionally to your revamped operating budget and forecasts. Make sure to account for incremental promotional expenses that align with your re-launch efforts and timeline. Not all re-openings are the same – some may start soft and grow capacity over time; others may focus on re-opening at full capacity. Whatever the approach, the marketing budget needs to align.

Marketing Budgets



Communications



- DON'T stop communicating with your customers – with many locations on quarantine, you have your customer's undivided attention. There are fewer daily distractions and they are hyper-focused on mobile and digital channels. Remember how you fulfil a need; do what you can to fulfil it virtually instead of physically. Keep your brand relevant, desirable and top of mind – even if your doors are temporarily closed.
- Develop a monthly content calendar that provides updates and information for your consumers – use your digital channels like social media and email to keep your consumers informed. Your content should be relevant, truthful, tasteful and empathetic considering the current circumstances. It is OK to use humour if it is tasteful, on-brand and resonates well with your target audience. It is paramount to consider content that answers how your brand aligns with your target consumer's beliefs, desires and values, especially now more than ever.

- Your biggest asset as a hotel business is your loyal customer base. They too, are feeling the burden of these unprecedented times so remain engaged and keep reminding them why they love you so much - you could even offer ways for them to support your property.
- If your loyalty starts to slip now, it will be that much harder to keep pace with our industry rebound and you'll likely lose market share to your competitors.

Loyalty



THE CRISIS GUIDE

Marketing

➤ Marketing Considerations for the “New Normal”

Engage & Learn

- Engage with your loyal customer base by implementing a survey to intimately understand your customers during this down time and economic downturn.
- Focus on understanding their perceptions, priorities, needs, motivations and expectations regarding future visits. Also seek to understand any specific changes in behaviour that can affect your operation, your product offerings, your strategies and the guest journey.
- Companies who understand the evolving behaviours and consumption patterns of their consumers [during/post-pandemic] can pro-actively fine-tune their strategies and be ahead of the game.

Remain Relevant & Up to Date

- Update your website and digital channels in real-time reflecting your current status and provide regular updates – don't go dark.

Be Your Customer

- Now more than ever you need to put yourself in your customer's shoes – you should always have a customer lens on anything you do and use that as the basis for all your marketing and product decisions moving forward.

Become a Recession Marketing Expert

- Read, learn and leverage! There are many publications and educational journals that have insights on how to navigate through a recession/economic downturn. There is a FANTASTIC article called “How to Market in a Downturn” by John Quelch and Katherine Jocz published by Harvard Business Review. It can be found [here](#).

Global Insights

- Stay informed on global industry happenings and pay attention to geographical areas further along on the normalcy curve, like China. These insights can be incredibly helpful by showcasing emerging trends and consumer travel behaviour.

THE CRISIS GUIDE

Marketing

➤ Marketing Considerations for the “New Normal”

Be Proactive

- Proactivity is the name of the game – you are able to start building pent-up-demand for your market re-entry and re-opening. Create a workback schedule for your re-launch and give yourself plenty of time to make a lasting impression through a well-designed launch plan.
- Lucky for us, the world will be suffering from cabin fever - a HUGE advantage for our industry - therefore use this time now to creatively develop campaigns that get the consumer coming back to you and not your competition.
- Be proactive with SEO. Think about how consumer behaviour will change with search terms when researching travel in our new normal post-pandemic. With airline destinations and property destinations coming back online at different times, the travel journey for [Innovators](#) and [Early Adopters](#) may be fractured and that puts the onus on the customer for additional online research.
- Think about it – if you were ready for your first trip – what would you be searching for? Which hotels are now open within a certain destination; or what are the hotel sanitation methods? Use your consumer research to help you determine what content you can own on-line to better help with your organic search results.

Strategic Alliances

- Hospitality is not the only industry affected by this pandemic – everyone is affected, and everyone wants to get back to normalcy as quickly as possible. Therefore, there is tremendous opportunity to forge alliances in ways that can innovate our industry.
- This is not business as usual, so be as creative as possible with your partners and provide compelling offers together that answer the psychological needs of the consumer. For example, what if your hotel partnered with Ecolab and together created a Sanitization Certification that validates that your rooms are 100% sanitized? Or offer co-branded trial size disinfectants in room to alleviate any concerns of germs. This field is wide open, and it will be interesting to see the new collaborations that take place.

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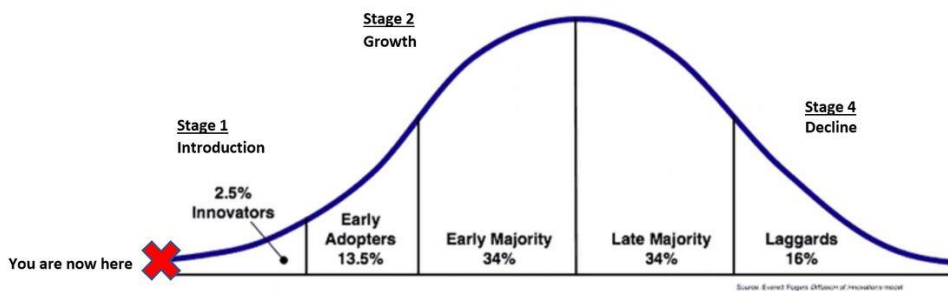
Marketing

➤ A Market Re-Launch & Leveraging the Heck Out of This

Refamiliarize yourself with the **Product Adoption Curve** when building marketing plans around your re-launch or capacity expansion. The Product Adoption Curve is a standard model that reflects who buys your product and when. Sequentially, it contains five distinct customer groups – each characterized by a set of beliefs, motivations, and behaviours.

- **Innovators** are risk takers who have the resources and desire to try new things, even if they fail. They are 2.5% of your customers.
- **Early Adopters** are selective about what they start using. They are considered the “one to check in with” for new information and reduce others’ uncertainty about the newness by adopting it. Early Adopters are 13.5% of your customers.
- **Early Majority** (34% of your customers) are individuals that take their time before adopting a new idea. They are willing to embrace new as long as they understand how it fits within their lives.
- **Late Majority** are individuals that adopt in reaction to peer pressure, emerging norms or economic necessity. Most of the uncertainty around an idea must be resolved before they adopt. They are 34% of your customers.

One can argue that a post-pandemic re-launch temporarily resets your position on the Product Adoption Curve to the very beginning. Therefore, your marketing plans should target the “Innovators” out of the gate followed closely by the “Early Adopters”. Understanding where you are along the curve and the differences (especially psychological) between each segment is imperative as campaigns and messaging need to align to be effective.



“A re-launch is an amazing opportunity to amplify the fact you are coming back online better than ever...”

A re-launch is an amazing opportunity to amplify the fact that you are coming back online better than ever, so use every marketing channel available to you from a press release to email marketing, social media and beyond.

This is also the time to share any new product offering(s), promotions, specials, etc. that double-down on the insights you gained through your surveys (explained in the Engage & Learn section) and how you responded to these newly identified needs. For example, you may have learned that your customers are incredibly concerned with sanitation and as a result you purchased in-room sanitation devices to remote controls and beyond. It’s new information like this that can help influence consumers and stimulate future bookings.

THE CRISIS GUIDE

Operations

1. Operations

Immediately take stock of your operations, if you are running the status quo in this environment then you are doing something wrong. There is nothing status quo about this situation. There may be certain unique elements that are enjoying continued success; however, these will be in the vast minority.

You must make bold moves to re-evaluate all services, staffing levels, expenses, contracts and your ways of doing business and interacting with each other, clients and guests in order to ensure the most efficient business model.

2. Review Your Business Model

This is the perfect opportunity to review your operations and your business model and make changes during this interruption of business. You will have quickly decided on how to amend the operating hours and/or style of service as well as which outlets to close.

Knowing that there will be a ramp up, this is an opportunity not to reopen some outlets that may have been a poor performer in the past. Evaluate them and prepare recovery plans- either a revamp, reposition or new concept. For example, a fine dining restaurant that has been in steady decline in performance, could become primarily a lunch restaurant for the local business community also offering to go and delivery services to local offices and buildings.

People may not be looking for large meeting space anymore, this will change the way the world works. After significant work from home experiments during lockdowns, companies may decide to reduce their office space and overheads and institute a much-expanded work from home policy. The current trends towards communal working spaces could increase post this period and having food and beverage services could increase this area's attractiveness.

“This is the perfect opportunity to review your operations and your business model and make changes during this interruption of business.”



THE CRISIS GUIDE

Operations

3. Retrain, Invest-in & Utilize your Team

If you are in the fortunate position where your team are still on the payroll, then even if they are at home, quickly identify ways you can invest in their knowledge with little cost.

Training opportunities can be quickly realised. Think of how often you wish you had a chance to train your managers more on the P&L, the budgeting process, best practice scheduling skills, train the trainer or legal training requirements that continually get pushed back. Even remotely, your senior leaders can take time to create training classes to be held online for all the managers to develop their skills and other classes could quickly be developed to roll out to employees remotely or otherwise.

Have your team create a cross training program ready to go live as soon as you are back to business. This will be particularly important in the short term to address preparedness. We understand that there will be abundant caution with people's health going forward. There will be anticipation of rebounds of cases so ensure staff are trained on what to look out for.

Training should be quickly developed on health and sanitation requirements based around new norms in hand washing, social distancing, new cleaning routines and more. A well-defined program that is thoroughly trained will not only keep your team and guests safe but will be a strong marketing message to share.

Also, if you are fortunate to be able to pay your team during this crisis but their actual workload is limited, take anyone that has available time and redeploy them into sales (as discussed earlier). If you have the option, then do not lay team members off but move them into sales. Create as large a sales force as you can and develop a plan that is local and national first (also see sales and marketing sections).

4. Invest in Service

Service levels will continue to be a differentiator when all hotels are facing similar financial pressures. Staffing levels will be challenged across the industry. Your ability to inspire your staff to offer more caring, more thoughtful, more sensitive and more proactive service in these times, will undoubtedly separate you from other hotels where it becomes evident that they are in survival mode.

5. Staff Retention

Find innovative ways to ensure your team feel cared for during this most unusual crisis. Everything you do for your team now will be remembered and build their loyalty. Equally, they will remember everything you did not do. While you may be limited in what you can do for your team, perhaps because of limited finances, get creative with other things and become a pro at communicating these benefits to your team to keep them engaged, especially if they are laid off or furloughed. You want them to choose your hotel as the place they return to work.

6. Community Service

Consider what you and your team can do to support the community in any way. It could be by delivering meals to those in high risk groups on lockdown, to finding work opportunities for any of your team not working. Whatever you commit to will be remembered. It has been widely recognized that our guests more and more are looking for the community support aspects of the hotels they chose, and this is a chance to capitalize on that.



About HSP

Hotel Solutions Partnership & its Signature hoteldoctor™ Program

Hotel Solutions Partnership has proudly been serving the Hotel industry for 16 years and our highly experienced international consulting team is well poised to help hotels throughout this unique crisis.

We have a suite of tools, products and financial models in addition to our a wide range of skills and knowledge from our seasoned consultants that are standing by to support your business in the many extraordinary ways your teams are navigating as a result of the Coronavirus crisis.

In addition to our complimentary [hoteldoctor™ Coronavirus Crisis Guide](#), we offer a range of other services to help hotels and owners navigate the unpredictable months ahead.

- hoteldoctor™ our signature program is available to help plan contingencies and how to emerge successfully from this crisis. Click [here](#) for more details.
- Lender / Financing Emergency Strategy (recommended financial analysis, forecasting and communications plan for use with lenders)
- Temporary Alternate Asset Use Advisory
- Acquisition Advisory Effective Asset Shutdown Strategy
- Governmental Grants Support
- Special Server / Administrator Support Services
- Feasibility Studies
- Operator Search & Selection
- Market Studies
- Asset Management
- Standard Operator Procedures (SOPs)
- Brand Visioning Workshops
- Pre-Opening Programmes & Market Re-Launches
- Sales and Marketing Planning
- Sale Representation
- Revenue Generation/ Management
- Turnaround Consulting
- Team Building or Team Reunions (to reset upon reopening or ramp up after the crisis)

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