

WELCOME!

Ramping Up as the Curve Flattens: Adapting Your Business and Staff to Customer Expectations

Thursday, May 7, 2020

Eva Gutsche, STEM Consulting

- 18 years of facilitation experience working with Canadian tourism operators, destination and provincial marketing organizations
- Extensive hands-on experience as a tourism supplier working in the domestic and overseas markets
- Helping tourism operators adjust to changing situations from SARS, global travel safety concerns, economic downturns, and overall shifts in consumer demand

Presentation for Tourism Nova Scotia Webinar Series

Ramping Up as the Curve Flattens

May 7, 2020

Presentation to Nova Scotia

Tourism Operators

Presented by STEM Consulting

Hosted by Tourism Nova Scotia



Program Outline

- Connecting with customers and business associates now and until the curve flattens– creative ways to engage and stay connected
- How to address difficult conversations and reviewing cancellation policies for your business
- Easing back into the business – what the back to business phase could look like
 - The post COVID-19 consumer – likely changes in service/product expectations
 - Staff interactions – health in the workplace
- Anticipated business levels
- Market expectations – rise and decline – shorter-term view



STAY CONNECTED

Why Connect



- Keep your customers informed
- Provide value to your customers
- Build community
- Inspire future travel
- Customer Lifecycle
- Share good news during dark days
- Provide information on future travel



Keep Customers Informed

- Offer information
- Event updates
- Community/Regional news
- Post-COVID-19 travel to the province – what will it look like (communicate as it becomes available)

Indigenous

2020 North American Indigenous Games postponed in light of COVID-19 concerns



Officials working to reschedule massive sporting event for summer of 2021



Nic Meloney · CBC News · Posted: Mar 25, 2020 10:54 AM ET | Last Updated: March 25



The 2020 North American Indigenous Games which were to be held in Halifax in July, have been postponed until next summer. (Kerry Campbell/CBC)



Provide Value

- Offer information and resources
 - Family focus
 - Classes
 - Recipes
 - Tools
 - Online activities
 - Travel information





Connect through Art - Studio from Home with Bess



Copy link

Connect through Art

Studio from Home



0:00 / 5:48



YouTube



PROVIDE VALUE - Example

<https://www.facebook.com/ArtGalleryNS/>

Reach out example:

“Hello Gord and Judy....I hope you and the family are keeping well during this challenging time. I know we are all trying to stay home and do our part and sometimes looking for things to do can be tricky. I wanted to share some fun and free online Nova Scotia art class information with you for Josh and Katie, as I know they both like arts and crafts.

Looking forward to seeing you back in Nova Scotia sometime soon.

*Stay well
Betty & John – Sunshine Lodge”*



Build Community & Share Good News

- Share stories about your province and community
- Be sure to include what you and your business are doing to help

Ironworks
Distillery – Hand
Sanitizer with
profits to local
charity

Cocoa Pesto
Catering – Easter
Dinners for
Senior's Home

The Canteen in
Dartmouth –
Community
Kitchen



Innovation & Good Will



MacDonald, now 68, said she never expected to become a Facebook star. “You’re never too old to do something new,” she said.

From the Cape Breton Post*“people wanting to thank MacDonald for providing a bright moment in a time when people are dealing with the stresses caused by the COVID-19 pandemic and social distancing”*



Community & Good News – “ULTIMATE ONLINE NOVA SCOTIA KITCHEN PARTY(COVID19 EDITION)”



- Online Kitchen Party
Chat and engagement
 - *“Hi JW from Kitchener. You sound amazing. Thanks for sharing your time and voice with us”*
 - *“I was never so glad to see you online...love hearing you perform, perfect ending to my stressful day...thank you”*

<https://www.facebook.com/groups/2551910281742126>



Share News and Updates for Nova Scotia

- Re-opening plans
- Customized messages regarding what will be opening first
- Travel tips – what to bring and what to expect
- Changes you have made in your business for health & safety for staff and guests



Great Resource



COVID-19 UPDATES AND RESOURCES

COVID-19 Tourism Industry
Frequently Asked Questions

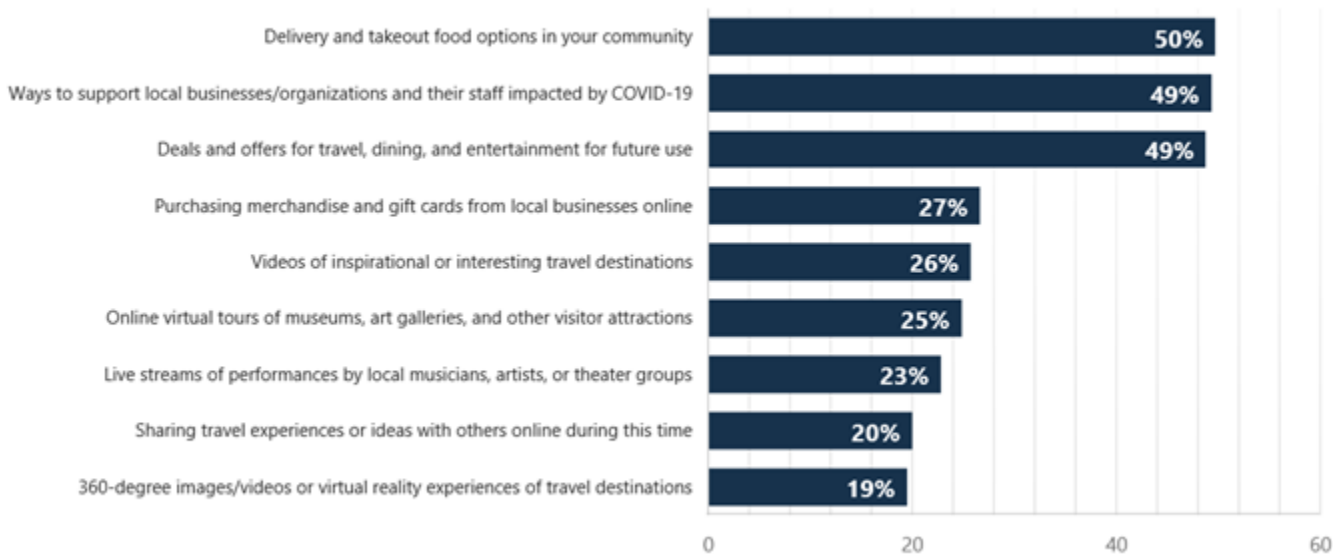
COVID-19 Tourism Recovery
Research and Marketing Approach

Industry Innovation and Inspiration

<https://www.tourismns.ca/covid-19-updates-and-resources/industry-innovation-and-inspiration>



Information and Content of Interest to Travelers



Travel Sentiment Study Wave 5

Longwoods INTERNATIONAL | miles PARTNERSHIP

Source

<https://covid19.milespartnership.com>
<https://longwoods-intl.com/news>



Develop a Plan

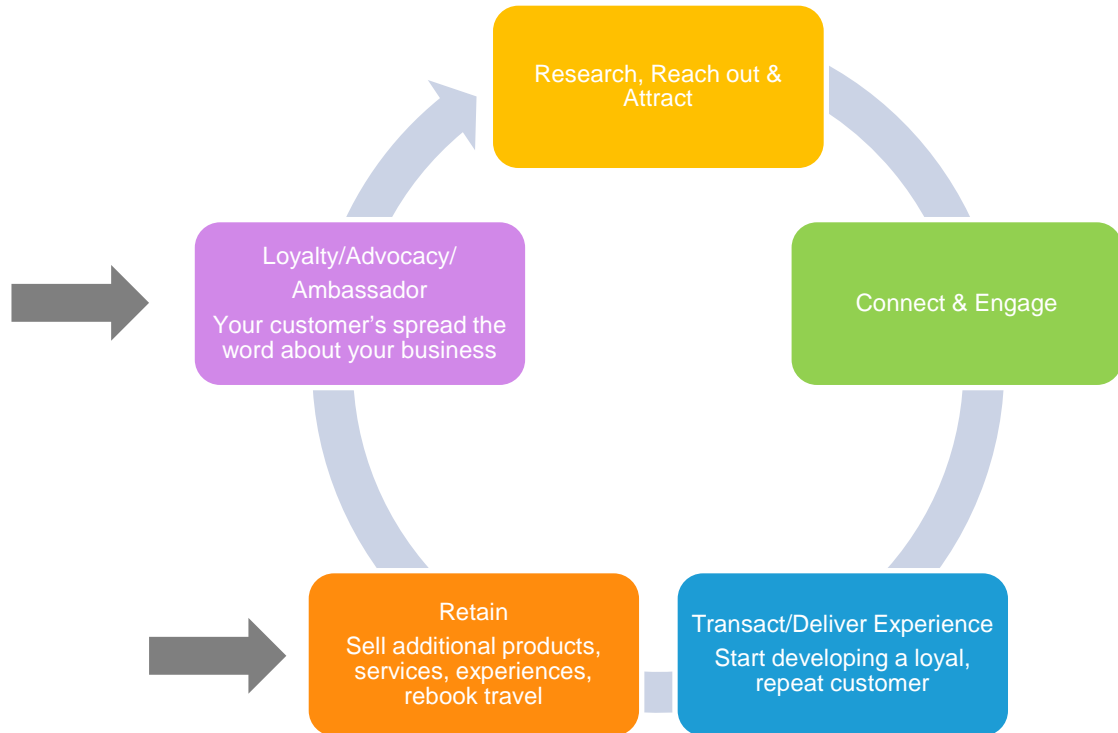
Reaching out Options



- Email
- Newsletter
- Social Media – Facebook, Twitter, Instagram, other
- Phone



Customer Lifecycle





Call to action

Participant Poll: Cancellations

Did you encounter any cancellations
of personal travel plans due to
COVID-19?

Yes

No

Finding a Balance

FINDING A BALANCE SHORT-TERM AND LONG-TERM

- Existing policies
- Cash flow



- Customer relationship
- Long-term business impact



Planning Your Approach



**BE CLEAR ON
YOUR GOALS
AND PRIORITIZE**



**CONSIDER YOUR
OPTIONS AND
CHOOSE YOUR
APPROACH**



**IMPLEMENT A
COMMUNICATION
PLAN**



Existing Bookings



- Ability to travel due to legislation
- Border issues
- Health legislation



- What was outlined?
- What needs to be considered?
- What is fair for both parties?

“

Unfortunately many credit card trip cancellation benefits and travel insurance companies do not cover pandemics, so travelers are forced to face this difficult situation alone.

Forbes Magazine April 6.
2020

”

PROTECTING THE FUTURE



- Short-term gain vs lost long-term customer
- Long-term business goals
- Transparency
- Reputation impact



Short-term gain vs lost long-term customer



What do you need in the short-term?

Long-term business goals



- Is your long term business plan contingent on repeat customers?
- What are your long-term business goals (time-lined)

Transparency and Collaboration



Having the honest conversation....
“we are all in this together”

Difficult Conversations Steps – COVID-19 Cancellations.



Arrive calm and prepared. Know your goal. Be Open. Be prepared to reach a solution/outcome.

01

LISTEN

Get all the facts. Listen openly without judgement.

02

CLARIFY

Reiterate what you heard.

03

EMPATHY

Show empathy and that you care – “we are all in this together”

04

IDEAS

Discuss ideas and a win/win solution for both parties

05

SOLUTION

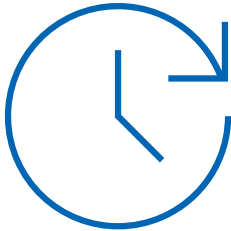
Agree on a solution



"Loyal customers, they don't just come back, they don't simply recommend you, they insist that their friends do business with you."

- Chip Bell

FUTURE BOOKINGS



WHAT NEEDS TO CHANGE IN YOUR BUSINESS?

- Address Post-COVID-19 travel uncertainty
- Industry trends – what is happening
- Consumer expectations
- Cancellation policy – likely updated and revised

Cancellation Policy Examples

More flexibility on future bookings – some cash refunds but mostly travel credit

01

Book select 2020 cruises for great offers - plus you can cancel for any reason and receive a Future Cruise Credit! (Cancel within 48 hours on cruises departing before July 31, 2020)

Cruise

02

Guests may cancel at any time, as long as cancellation occurs least 24 hours before arrival, and the reservation is cancelled on or before June 30, 2020. Hotels will waive all fees associated with the cancellation of the booking. Applies to all booking channels.

Accommodation

03

If you made a flight booking for travel on or after March 1, 2020, you can change your existing booking without a fee, up until two hours before your flight. The rebooked travel must be completed within 24 months of the modification date.

Air Travel

BACK TO BUSINESS

WHAT IT MIGHT LOOK LIKE

Lifting Travel Restrictions



Easing back into business in Canada

- Some Canadian provinces plan on “re-opening” in phases starting this week with up to a 5 stage approach
- The roll out plans for most provinces are still in the works and timelines fluid
- There will be restrictions and safety measures with the re-opening including capacity, distancing, and other measures
- Measures could be in place until a vaccine is developed and in-market



Easing Back into Business – Globally

Measures in place

- Countries, states, provinces and regions are taking action at a slightly different pace
- Public is urged to maintain social distancing measures, avoiding gatherings of more than x people (varies by country/region)
- Masks are mandatory in several countries/regions
- Temperature checks for staff (mandatory) and guests (combo of optional and mandatory) taking place globally and in Canada
- Technology is being used for health monitoring and contact tracing



Post COVID-19 Travel

- Border restrictions in place and opening dates unknown
- Pre-post travel - self isolation requirements still in place
- Safety and sanitization – high focus
- Restaurant size restrictions and protocol
- Physical distancing will likely remain in place for a while
- Group sizes are restricted and this will change with time



What needs to be Assessed and Implemented

- Training to ensure cleanliness practices - protecting staff and guests
- Consider what you need to implement to ensure you meet group size restrictions
- Social distancing – how will you guide guests – i.e. B&B – breakfast options
- “High touch” areas – your plan to address these and overall cleanliness standards
- Sanitation products for guests – gel, wipes, room amenities, masks?
- Change in food serving protocol – i.e. no self serve at buffets



Cleanliness as a Marketing Tool & Differentiator – Accommodation Examples

....partnership
with Mayo
Clinic



Minimize touch points -
Smartphone check-in and
bypass front desk

.....as of
September,
each hotel
will have a
Hygiene
Manager

.....have made training
available to support our
franchisees and our
managed and owned hotels
in achieving the highest
standards of cleanliness,
disinfection and hygiene.

.....introduces new
high-tech sanitation
strategies that include
the use of electrostatic
sprayers and hospital-
grade disinfectant





Call to action

Participant Poll: Touch Points

- What “Touch Points” do you have in your business that may require immediate attention?

Type your answers in the Chat function



Call to action

Participant Poll: Preparing for Changes

Have you started to plan for or implement changes needed Post-COVID-19 in your business / organization?

- Yes
- Not Yet

What Might we Anticipate

- Air travel will take longer to rebound
- Transient Corporate business travel will likely rebound quickest
- Travellers will consider driving longer distances than usual (as with post SARS and 911)
- Focus on local and regional travel



What Might we Anticipate

- People will want to get out of the house
 - Immediate focus will be on the VFR market
 - Next – leisure getaway - local drive market
- Short haul longer drive market – Canada will likely respond quickest
- Long haul Canada – likely months away
- US market – likely months away or not at all in 2020
- International market – likely 2021



TOURISM RECOVERY

Destination Canada | Phased approach to recovery

April 10, 2020



2020 2021

	<div>PHASE 1</div> <div>Now to June 2020</div> <div>Response</div>	<div>PHASE 2</div> <div>TBD depending on signs of recovery</div> <div>Recovery</div>	<div>PHASE 3</div> <div>TBD depending on signs of recovery</div> <div>Resilience</div>
	<p>Objectives: Align DC resources for use in recovery and share plan with team. Provide clear and helpful industry communications. Create alignment of industry and government efforts. Provide timely communications to the Shareholder. Collect and disseminate integrated data to inform industry decision-making.</p> <p>Activities:</p>	<p>Objectives: Sales and marketing plans reflect industry and partner changes. Plan for speed and scale: condensed timelines and continued restraints on traditional execution. Inspire Canadians to travel in Canada when it is safe to do so. Our brand, <i>Canada. For Glowing Hearts</i> shows the world we have turned the corner.</p> <p>Activities:</p>	<p>Objectives: Replace lost demand from the previous period with a continued focus on domestic audiences and other markets as signals indicate. Balance pent-up demand with compression relief activities. Incent international trade. Strengthen industry's ability to weather future storms. Educate stakeholders about the new normal themes, including the long-term business case for sustainability.</p> <p>Activities:</p>
Sales & Marketing	<ul style="list-style-type: none">Budget protection to address the pause to campaigns and programs.Team redeployment temporarily to reflect needs and resourcing.Sales market research and prospect analysis for Business Events sales team.Brand-aligned market messaging to support public safety.	<ul style="list-style-type: none">Brand and content creation to enable quick activation.Messaging to Canadians informed by domestic research.Domestic campaign, inspiring Canadians to travel in Canada when it's safe to do so.Business Events re-entering the international marketplace.Review global sales agents model for efficiency.	<ul style="list-style-type: none">Ambitious steps to drive increased demand for long-haul, interprovincial domestic travel.International marketing, leveraging key accounts to drive demand for travel.A new, global Business Events marketing campaign to differentiate Canadian destinations as 'centres of excellence'.Review our creative delivery model for external agency support balanced with an internal studio to rapidly build short turn-around projects.Rebuild and strengthen our Canadian Signature Experiences program.Federal priority content, highlighting rural, winter, culinary, Indigenous and inclusive tourism.
Research	<ul style="list-style-type: none">The impacts of COVID-19 on the visitor economy.Dashboard signalling when to relaunch marketing.Domestic industry intelligence on health of the sector.Business Events insights on the effects of COVID-19.	<ul style="list-style-type: none">Information sharing on the impacts of COVID-19 on the visitor economy as well as measure and report on the success of recovery tactics.	<ul style="list-style-type: none">Deliver research on the long-term investment growth opportunities for destination and other industry partners.Public-Private Partnerships research on best practices based on global case studies.
Government & Corporate Relations	<ul style="list-style-type: none">Government emergency response messaging transmission and industry support.Tools to support government decision making, with an emphasis on Regional Development Agencies.Documentation of our response for future learning and summits.	<ul style="list-style-type: none">Align recovery vision with Federal priorities.Develop tools to support government decision making.	<ul style="list-style-type: none">Re-engage with federal tourism policy goals for destination development and rollout Tourism Investment Groups.New initiatives aligned with the goals of resilience in Business Events, Marketing and Trade launched.
Industry Partners	<ul style="list-style-type: none">Industry support and pathfinding on supporting SMEs in the short/mid-term.	<ul style="list-style-type: none">Partnership model review to develop more nimble ways for DC and partners to work together.Industry-facing communications, aligning with brand messaging to reinforce a Team Canada approach to sharing information and resources.	<ul style="list-style-type: none">National outreach for relevant, authentic messaging.Destination Stewardship plan and framework.Resilience Think Tank.Industry and co-investor learning summits.Community Advocacy on the value of tourism to the local economy.Alignment of economic development, social and community groups etc.

<https://lnkd.in/gbzYXvF>

Destination Canada – Report

REPORT HIGHLIGHTS

We developed two scenarios to determine a range of possible impacts



Baseline Scenario

Traveler spending falls to \$54.9 billion in 2020, a 33% drop compared to 2019.

194,000 jobs supported by traveler spending are lost.



Worst-Case Scenario

Traveler spending falls to \$34.8 billion in 2020, a 58% drop compared to 2019.

337,000 jobs supported by traveler spending are lost.

Summary of COVID-19 related travel spending losses in two Scenarios

CAD, billion

	2019	2020	2021	Total
Domestic traveler spending				
Baseline	\$82.1	\$54.9	\$80.0	\$217.1
Worst-Case	\$82.1	\$34.8	\$68.2	\$185.1
Scenario losses compared to 2019				
Baseline	--	-\$27.2	-\$2.1	-\$29.4
Worst-Case	--	-\$47.4	-\$14.0	-\$61.3
Losses as a share of 2019				
Baseline	--	33%	3%	--
Worst-Case	--	58%	17%	--
Job losses due to lost traveler spending (000's)				
Baseline	--	-194,000	-15,000	--
Worst-Case	--	-337,000	-98,000	--

NOVA SCOTIA TOURISM RECOVERY

2020 Recovery Potential

- COVID-19 has caused immediate and significant negative impact
- March and April 2020 had little to no tourism activity, and May 2020 will be similar
- Recovery will be gradual



The following are key factors in Nova Scotia's tourism recovery potential:

- Virus is contained in Nova Scotia, Canada, and globally
- Physical distancing measures are removed
- Travel restrictions are lifted
- Tourism operators are able to open for business
- Travellers are willing to travel
- Air capacity to Nova Scotia improves
- Nova Scotia's willingness to welcome visitors

2020 Recovery Potential

Local travel first

- Research indicates that travellers will start post-COVID-19 travel locally
- Nova Scotians currently account for 38% of overall tourism revenues
- Based on current information, there is potential for local travel recovery in 2020



**TOURISM
NOVA SCOTIA** 

2020 Recovery Potential



Regional and close drive travel second

- Research indicates that travellers will move to travel to closer drive markets
- Recovery does not depend on air capacity returning
- Atlantic Canada accounts for close to one-half of overall non-resident visitation to Nova Scotia
- Based on current information, there is potential for regional travel recovery in 2020
- Webinar on June 18th with more information from Tourism Nova Scotia Research team

What we can Consider Implementing – Leisure

- Marketing (gentle engagement as outlined earlier) and as restrictions lift advise past customers of current situation and invite them back
- Have communication ready for your health and safety plan
- Consider developing local experiences with community partners (consider social distancing and other factors)
- Promote activities and experiences that will likely rebound first – boating, golf and others



What we can Consider Implementing – Business to Business (B2B)

Travel Trade


- Don't forget the longer-term sales approach
- Keep communication lines open with tour operators and travel agents and business partners, in order to retain current customers and to be considered for inclusion in 2021 programming and tariffs
- Need to respond to requests as the Travel Trade are working on 2021
- Help Travel Trade partners rebook for future
- Stay on top of new opportunities – i.e. Get Your Guide – (OTA)



What we can Consider Implementing – Business to Business (B2B)

- Meetings & Conventions – likely longer term based on group size – sales cycle is longer generally
- Other groups – smaller, regional groups could rebound quickest – is your business a fit?





Time to Communicate, Connect, Adapt & Plan

The time is now!



THANK YOU!

QUESTIONS?

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Resources

- <https://www.tourismns.ca/news/intouch-blog/update-covid-19-public-health-restrictions-campgrounds>
- <https://www.tourismns.ca/news/intouch-blog/nova-scotia-easing-some-covid-19-restrictions-outdoor-and-recreational-activities>
- <https://www.destinationcanada.com/en/coronavirus-updates>
- <https://www.phocuswire.com/New-reality-interview-Clayton-Reid-MMGY-global>
- <https://www.aircanada.com/ca/en/aco/home/book/travel-news-and-updates/2020/cleancareplus.html>
- <https://www.tourismns.ca/covid-19-updates-and-resources/industry-innovation-and-inspiration>
- <https://www.destinationcanada.com/en/coronavirus-updates/covid-19-research>



STAY CONNECTED!

- **Contact Business Development**
TNSBusiness@novascotia.ca
- **Newsletter**
Sign-up for *inTouch*
- **Twitter**
Follow @TourismNS
- **LinkedIn**
Follow Tourism Nova Scotia
- **Website**
Visit tourismns.ca
- **COVID-19 Resources**
tourismns.ca/coronavirus

