

WELCOME!

Sales Planning for COVID-19 Recovery

Thursday, May 21, 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

Sales Planning for COVID-19 Recovery

May 21, 2020

Presentation to Nova Scotia

Tourism Operators

Delivered by STEM Consulting

Hosted by Tourism Nova Scotia





Program Outline

- Defining strategy and tactics with many unknowns
- Flexibility & Agility – Ready, Aim, Shift
- What you know, what you assume, what is unknown
- Short term focus – opportunities and variables
- Planning for 2021 & beyond prioritizing your approach
- Putting steps into place now

Putting Ideas into Action

- Deck will be available after the workshop
- Consider one immediate thing you will need to do from a sales planning perspective
- Consider one longer term initiative you will have to undertake (coming months & coming year) to ensure future sales success



Skills & Attributes for Leading Through Crisis





Call to action

Participant Poll: Skills & attributes you will need as you plan for and manage your business through re-opening and operating during this current time frame.

Please comment in the Q&A button

e.g. flexibility



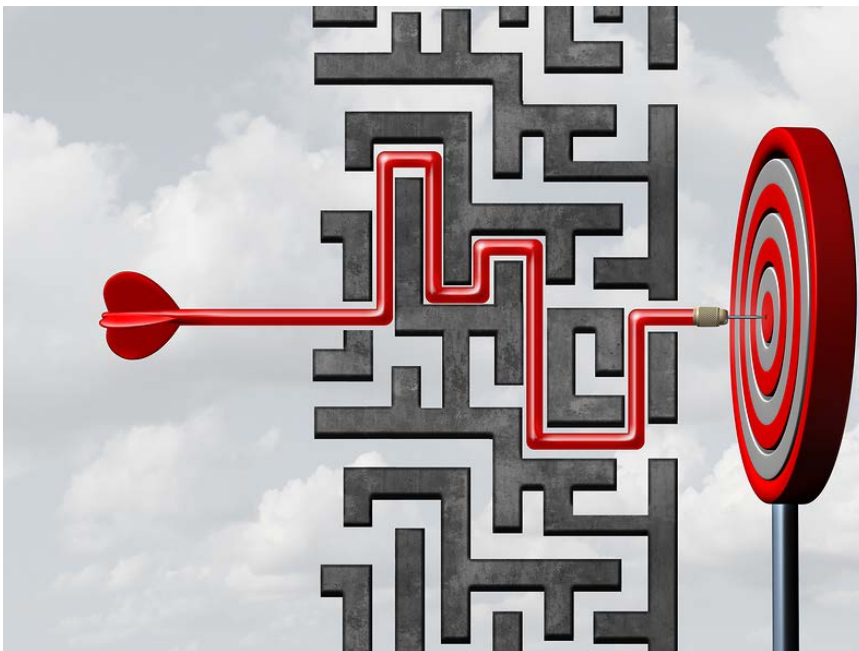


Quote

“The best leaders don’t know just one style of leadership—they’re skilled at several, and have the flexibility to switch between styles as the circumstances dictate.”

— Daniel Goleman





Definition of Flexibility

(ABLE TO CHANGE). B2. the ability to change or be changed easily according to the situation:.



Definition of Agility

The power of moving quickly and easily; nimbleness; the ability to think and draw conclusions quickly; intellectual acuity.





Agility & Flexibility in Crisis

A flexible business is able to make changes within the current organizational system when a predicted event occurs.

“Agile businesses are able to change the overall system completely in response to an unpredictable external force.”

Flexing and Adapting

Options, Decisions, Planning



Planning & Ambiguity

A

What you
know – the
current facts

B

Most likely
to happen -
assumptions

C

What is
uncertain –
dates and
situations
still
unknown



Facts and Information

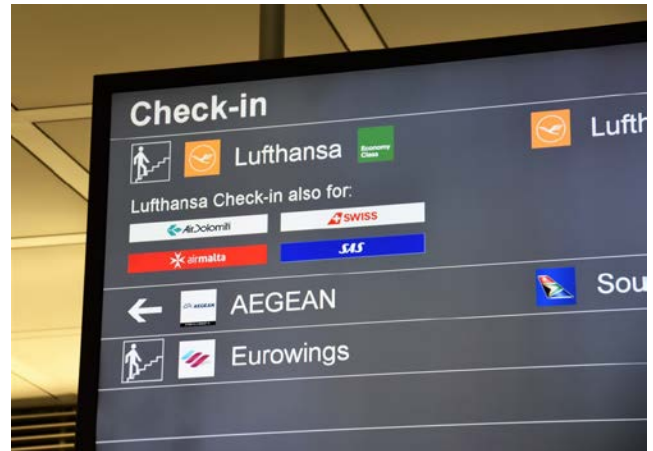
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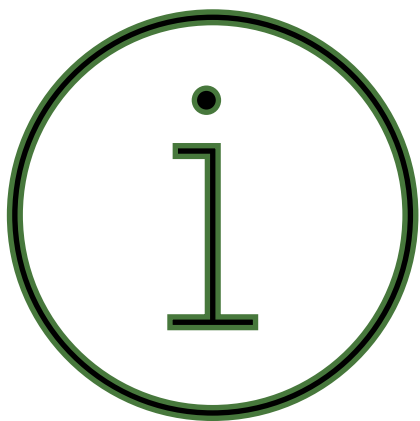
What you
know – the
current
facts.



Re-opening Globally

- Some European countries have started welcoming tourists – others planning for later in the summer
- Businesses, churches, restaurants, museums open – with restrictions – distance, masks
- Different parts of the countries in different phases (similar to Canada)





What you know?

- US-Canada border will stay closed at least until June 21
- Group size restrictions are still in place
- Inbound flights to NS are still very limited
- Opening dates for local businesses – many still tba
- 14-day self isolation for people coming into NS
- Distancing required
- Enhanced focus on health, hygiene, cleaning

Known -
Summer
2020
what is the
country or
province of
origin of your
customers?



**Known - Group Size Restrictions –
check all meeting, conference & group
bookings**

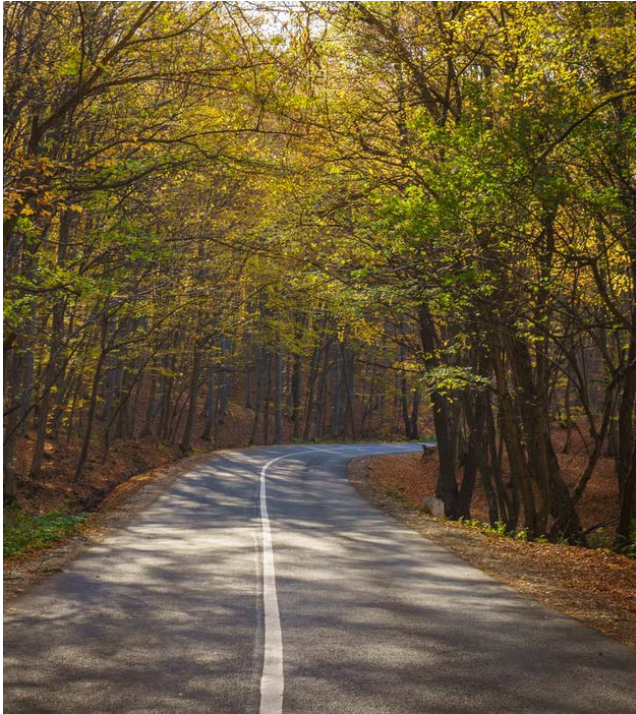


Look at all the Facts and Reality

- If the situation were to stay status quo what would that mean for your business?
- What solutions and ideas could you come up with to overcome the potential loss of business?
- What are the anticipated time-lines for change?



Consider Additional Information - Trends for Previous Crisis Situations



- Travellers will likely consider driving longer distances than usual (as with post SARS and post 911)



Assumptions – Date estimates, etc.



CLOSED



Which markets/customers could likely be restricted from coming to your place of business? If the rules don't change, then we can assume cancellations.

- Consider which bookings/reservations may not materialize due to border situations and flights not operating.
- Consider options and reach out now to discuss a plan (perhaps rebook).

International In-Market Work Continues

Special Guest:

**In-Market Representative
United Kingdom**

Emma Cashmore
Axis Travel Marketing Ltd
Managing Director

[https://www.novascotia.com/
travel-trade/team](https://www.novascotia.com/travel-trade/team)



What we Might Assume and Anticipate

People will want to get out of the house

- Immediate focus will be on the VFR market
- Next – leisure getaway - local drive market

International market – likely not until 2021

Short haul longer drive market – Nova Scotia, Atlantic Canada and Canada will respond quickest

Long haul Canada (flights) – months away

Local and regional residents that had out of country travel plans might stick closer to home

There is a desire to support local businesses and community



Planning & Ambiguity

C

What is
uncertain –
Dates and
situations
still
unknown.



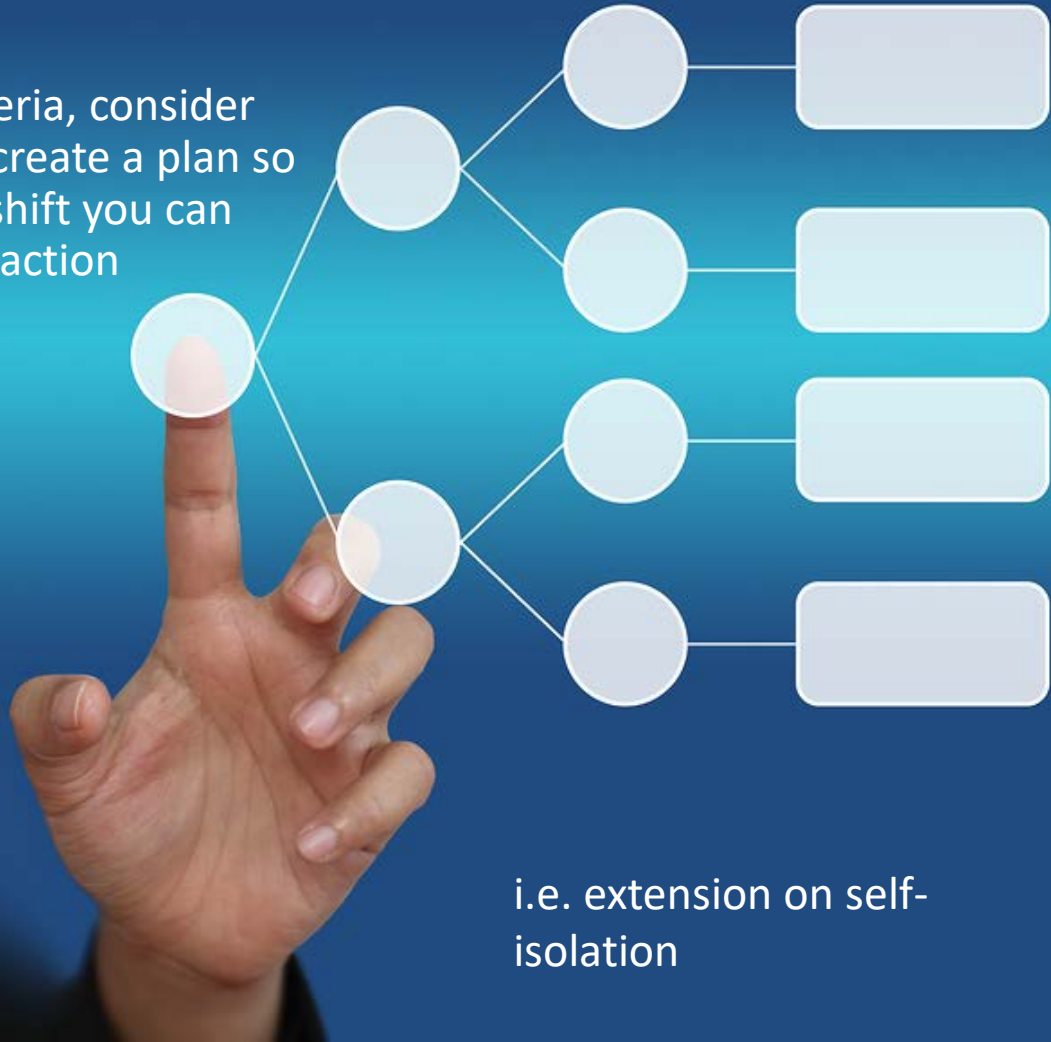
Still Unknown

- What are the opening dates of tourist services and amenities in my community?
- What happens if COVID-19 cases started to rise again?
- Will locals travel provincially or wait for borders to re-open?
- Others – please answer in chat window

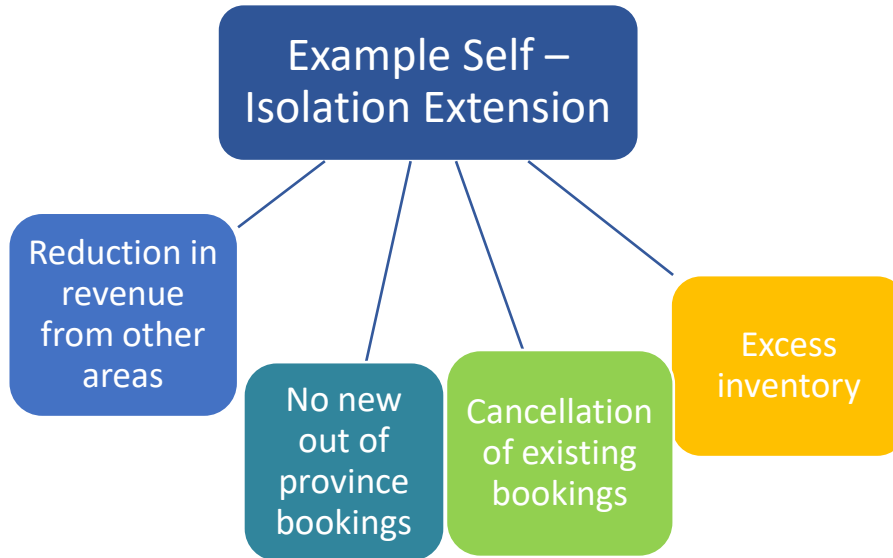


Run scenarios

Decide on the criteria, consider options and then create a plan so that when things shift you can quickly move into action



i.e. extension on self-isolation



Options:

- Find other short-term business that would replace lost/cancelled bookings
 - Offer incentive for existing NS bookings to extend their stay
 - Promote other onsite venues and services to local community
 - Re-purpose the venues
 - New programs that would appeal to locals



Call to action

Participant Poll: Business from NS

Based on previous year's travel pattern what percentage of your business comes from Nova Scotia?

1. Less than 10%
2. 11% - 35%
3. 36% - 60%
4. 61% - 80%
5. More than 80%





Likely Action Plan - Provincial Focus - Local Residents First



Customer Potential 2020

Existing
Bookings (that will
likely materialize)



Past Guests who
could return



New customers





Call to action

Participant Poll: Outreach to Customers

Who has started to reach out to past Nova Scotia based guests/customers who frequented your business within the last three years to invite them back for summer 2020 (with careful messaging about changing times)?

- Yes
- Not Yet



Positive Situations that would trigger a reaction/ planned move

- Increased flights into Nova Scotia
- Self-isolation when returning to the province is lifted in NS & other Atlantic Canada provinces
- US border opens
- More businesses can open
- Group size increase



If “A” happens what action steps (Sales & Marketing) would it trigger

Example – an announcement is made citing a firm US border opening date

Possible actions:

- Reconfirmation of all upcoming bookings from US
- Marketing to existing US database – invite guests back
- Marketing efforts in key US markets – new customer focus – aligning with provincial and national initiatives



Possible Worst-Case Scenarios that you might face

- Consider what a plausible/worst case for your business might look like. Rank them in likelihood if possible.
- Consider the following possible scenarios/examples – customers, staff or other factors
 - A. US travel not rebounding until late summer or early fall or later
 - B. Staff afraid to come to work
 - C. Supply chain or product issues
 - D. Delay of business reopening
 - E. Social distancing and group size numbers don't shift



Planning with Dates Unknown

- Consider milestone dates – when x does not happen by “this date” what action steps could you implement.
- Be ready with your ideas and plans when you meet your deadlines.



THE WORST-CASE SCENARIO

Monthly impacts

Percent losses peak in May 2020 at 84% of the 2019 total.*

Worst-Case COVID-19 related tourism spending losses in Canada

Y/Y change compared to 2020

	2020												2021											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Canada	-1%	0%	-68%	-82%	-84%	-77%	-68%	-68%	-63%	-58%	-49%	-42%	-39%	-31%	-26%	-27%	-20%	-15%	-14%	-12%	-11%	-9%	-8%	-6%
Alberta	-11%	-7%	-60%	-83%	-84%	-77%	-68%	-68%	-63%	-58%	-49%	-42%	-39%	-31%	-26%	-27%	-20%	-15%	-14%	-12%	-11%	-9%	-8%	-6%
British Columbia	-2%	-1%	-68%	-82%	-83%	-76%	-67%	-68%	-62%	-57%	-49%	-42%	-38%	-30%	-25%	-26%	-20%	-15%	-13%	-12%	-10%	-9%	-7%	-5%
Manitoba	-3%	-2%	-70%	-84%	-86%	-78%	-70%	-70%	-65%	-60%	-51%	-44%	-41%	-33%	-28%	-28%	-22%	-17%	-16%	-14%	-13%	-11%	-9%	-8%
New Brunswick	-4%	-4%	-72%	-86%	-87%	-80%	-71%	-71%	-66%	-61%	-52%	-45%	-42%	-34%	-29%	-30%	-23%	-18%	-17%	-15%	-14%	-12%	-11%	-9%
Newfoundland and Labrador	-14%	4%	-70%	-84%	-85%	-78%	-69%	-69%	-64%	-59%	-50%	-43%	-40%	-32%	-27%	-28%	-21%	-16%	-15%	-13%	-12%	-10%	-9%	-7%
Nova Scotia	5%	-3%	-70%	-84%	-85%	-78%	-69%	-69%	-64%	-59%	-50%	-43%	-40%	-32%	-27%	-28%	-21%	-16%	-15%	-13%	-12%	-10%	-9%	-7%
Ontario	-1%	-1%	-69%	-83%	-84%	-77%	-68%	-68%	-63%	-58%	-49%	-42%	-39%	-31%	-26%	-27%	-20%	-15%	-14%	-13%	-11%	-9%	-8%	-6%
Prince Edward Island	0%	0%	-69%	-83%	-84%	-77%	-68%	-68%	-63%	-58%	-49%	-42%	-39%	-31%	-26%	-27%	-20%	-15%	-14%	-13%	-11%	-10%	-8%	-6%
Quebec	6%	5%	-67%	-82%	-83%	-76%	-67%	-67%	-62%	-57%	-48%	-41%	-38%	-30%	-25%	-26%	-19%	-14%	-13%	-11%	-10%	-8%	-7%	-5%
Saskatchewan	0%	6%	-69%	-83%	-85%	-77%	-68%	-69%	-63%	-58%	-50%	-43%	-40%	-32%	-27%	-27%	-21%	-16%	-15%	-13%	-12%	-10%	-8%	-7%
Other	-2%	-1%	-69%	-83%	-84%	-77%	-68%	-69%	-63%	-58%	-50%	-43%	-39%	-31%	-26%	-27%	-21%	-16%	-14%	-13%	-11%	-10%	-8%	-6%

Source: Tourism Economics

COVID-19's Impact on Canadian Tourism: Domestic Travel March 23rd, 2020
Best and Worst Case Scenarios
Source – Destination Canada

Use analytics and reports to help guide your scenarios and planning



Longer Term Approach



Don't lose sight of the Longer-term Opportunities



- 2020 has many unknowns
- The situation in 2021 should look different
- In order to ensure contracts and business for 2021 the groundwork needs take place now.



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
- Check in to ensure you are meeting needs of sales channels



Alignment



NOVA SCOTIA

ALIGNING WITH THE
STRATEGY

2020 Recovery Potential

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



TOURISM
NOVA SCOTIA 

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



2020 Recovery Potential



Regional and close drive travel second

- Research indicates that travellers may 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

Recap

- Likely shifts to what you have “sold”
- Truer picture of capacity – once booking reviewed, shifted, changed
- Ability to forecast based on various models – difficult but possible
- Implement sales action plan based on targets – short term
- Consider product/experience changes to meet local market
- Consider longer haul markets a 2021 focus and begin to plan your approach
- The time to consider the various situations and consider Plan B options is now





Call to action

What is your top trigger event /
announcement in the short term?

Please comment in the Q&A button



Thank you!

QUESTIONS?



Resources

- <https://novascotia.ca/coronavirus>
- <https://covid19-employer-assessment.novascotia.ca/en>
- <https://www.hac-covid.com/information-for-hotels>
- <https://tourismns.ca/covid-19-updates-and-resources/covid-19-tourism-recovery-research-and-marketing-approach>
- <https://novascotia.ca/news/docs/2020/05/08/COVID-19-planning-for-a-new-normal.pdf>



Resources - Emerit

Emerit free on-line training:

<https://emerit.ca/en/emeritforfree>

- Reservations Sales Agent – All Modules:
<http://emerit.ca/product/RSAOL4.0ALL-E/en>
- Sales Manager – All Modules:
<http://emerit.ca/product/SAMOL1ALL-E/en>



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

TOURISM
NOVA SCOTIA



Thursday, May 14, 2020

Welcome to the *inTouch* newsletter!

New *inTouch* feature stories are now available on the Tourism Nova Scotia corporate website, along with the latest research, marketing activities, and industry tools and resources.



New Federal Government Support for Atlantic Canadian Businesses and Organizations Impacted by COVID-19

Businesses and organizations across Atlantic Canada unable to access existing federal relief measures can now apply for funding under new initiative.

[Read More](#)



New Virtual Business Support Hub

The provincial government and Nova Scotia Community College are partnering to offer online counselling to connect small businesses with financing, training, and resources.

[Read More](#)



Upcoming Webinar: Sales Planning for COVID-19 Recovery

Eva Gutsche from STEMI Consulting will lead you through developing a sales and marketing plan to steer your business through COVID-19 recovery. Join the webinar at no cost on May 21.

[Read More](#)



International Travel Stories Keeping Nova Scotia Top of Mind for Post-Pandemic Travel Plans

See some of the travel stories that are keeping travelers' dreaming about vacationing in Nova Scotia while they stay safe at home during the COVID-19 pandemic.

[Read More](#)