

# THE PUB, RESTAURANT & COFFEE SHOP



## 100 DAY BRAND, MARKETING AND PR PLAYBOOK

By KAM MEDIA, FLEET STREET COMMUNICATIONS, ME:MO MEDIA LTD,  
SMITHFIELD AGENCY, SUPERSONIC INC., 2FORKS, DATAHAWKS,  
BUMS ON SEATS, FEED IT BACK, WIRELESS SOCIAL, STUDIO NOMAD.

# Welcome!

Welcome to The 100 Day Playbook for Pubs, Bars, Restaurants, Cafes, QSRs, Takeaways (and more) which is your guide on how to best relaunch your business post lockdown from a brand, marketing, PR, digital and social point of view.

It is a simple to follow set of steps that will see you reopen your business bigger and better than before. Remember, this is all for free, so please share far and wide to those who most need it.

We all wanted to help in the best way that we could during these tough times and that was by giving all of our collective knowledge away for free to save you time and money as you look to trade again. Hopefully you have donated to Hospitality Action in return for downloading this document as we all need to help each other as much as possible. Please donate what you can if you have not already done so at: [www.hospitalityaction.org.uk/donate/](https://www.hospitalityaction.org.uk/donate/)

If you do ever hear of anyone or indeed if you need any help on any of the areas within this document, please do contact the specialist who wrote the section for further guidance and assistance. We really appreciate your support as we need to get our businesses back on track too.

# Donations to our chosen charity

This 100 Day Playbook is free for hospitality operators, however we would ask that in return for this 200+ page guide that you donate to our chosen charity Hospitality Action (suggested donation is £50+ for individuals and £250+ for companies or whatever you feel is fair and affordable). You can donate here and please make a note in the reason for donation box '100 Day Playbook' so we can track how much we all helped raise together.

**DONATE NOW HERE:**

[www.hospitalityaction.org.uk/donate/](http://www.hospitalityaction.org.uk/donate/)

**Donate.**

**Hospitality  
Action**

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# Join our Facebook Group

We have set up a Facebook Group for you to post any questions and also share how you are getting on with your relaunch with others in the hospitality community. We hope this can be a place for inspiration, problem solving and keeping your spirits high as we all work together to navigate our way back to 'normal'.

Each week we'll be focusing on different chapters from the Playbook and giving you a chance to put your burning questions to our experts. We'll be sharing some top tips and setting challenges to keep us all motivated as the weeks progress, as well celebrating our wins... no matter how big or small.



[www.facebook.com/groups/100dayplaybook/](https://www.facebook.com/groups/100dayplaybook/)

# Supporting videos

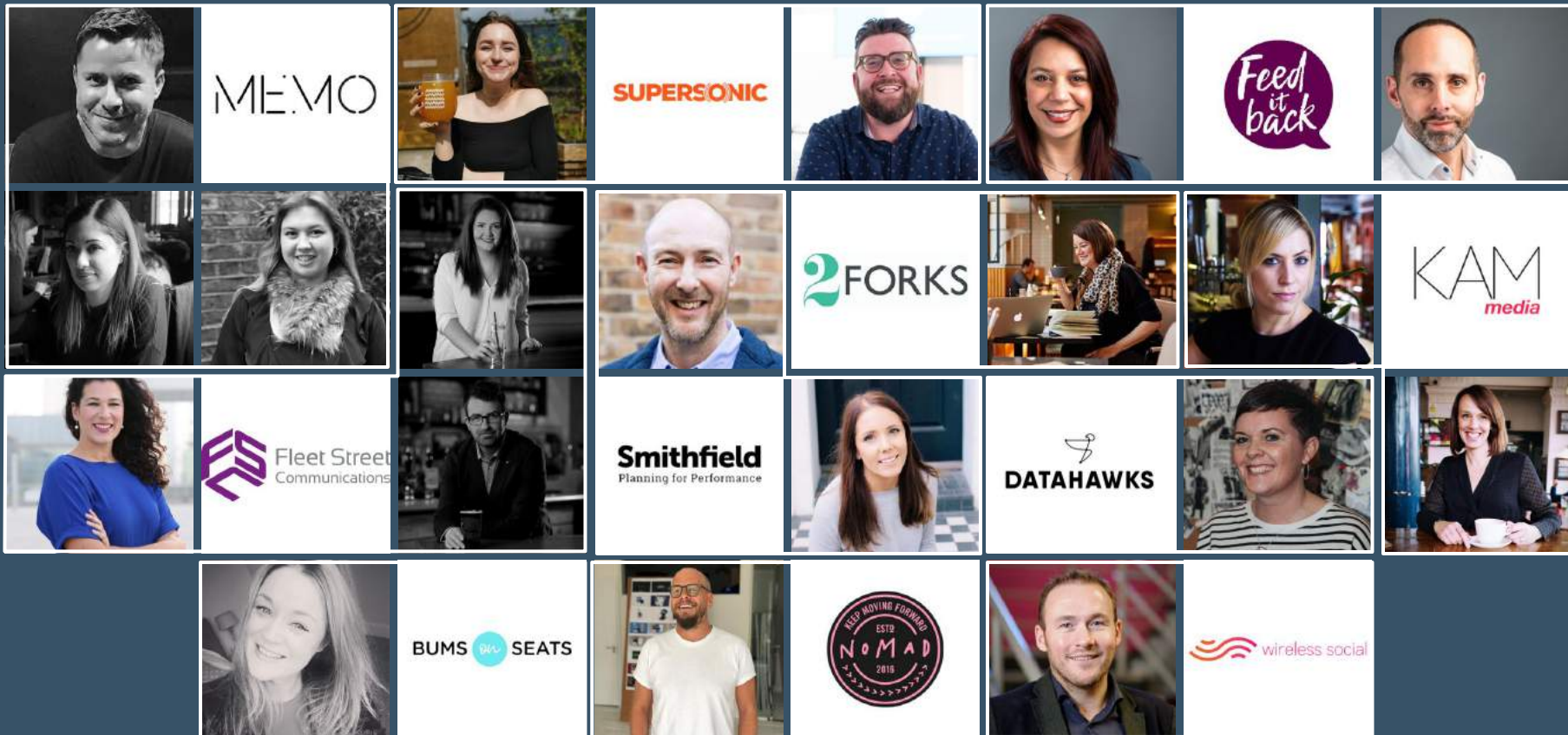
Most of the sections within this playbook are available as short form videos with the author of the section walking you through slide by slide and adding as much colour and extra information as possible.

The video playlist is [here](#).

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>



# The 100 Day Playbook Team



# Goals to help you stay focused

A good way to approach this to not overwhelm yourself is to focus on the following:

- **Inform and reassure:** Tell people the steps you've taken for safety.
- **Win people back:** Reach those who visited in the past year.
- **3x in a short space of time:** Bring them back regularly to build up brand loyalty.
- **Higher spend per visit:** Without being grabby or greedy.
- **Bring 1 new person:** Encourage word of mouth and social sharing.
- **Find new customers:** Use what you know to find the right audience.

# What the 100 Day Playbook will answer

- 1) How to health check your brand and ensure it is fit for business.
- 2) How you can ensure you fill your capacity if phased opening happens.
- 3) How you can maximise your delivery, takeaway and product demand.
- 4) How you can ensure you fill your capacity when full opening happens.

# Always be asking yourself

- How can I get all customers **back to visit me** who visited me in the past year pre lockdown? (Get back to your usual trading patterns as soon as possible)
- How can I get all of these customers to **come back at least 3 more times** in a short period of time? (and then how to keep them loyal)
- How can I get all of these customers to **spend more** each visit? (without being grabby / greedy)
- How can I get all of these customers to **bring one new person** every visit?
- How can I **target new customers** to come and visit and take them through the cycle above?

# Top Tips before we start

**Supersonic INC.** - Make sure you segment the market and only choose maximum 3 segments to target. This will mean you are more focused, efficient, bring a better return on investment and enable you to move onto the next segment when you own that one. Don't spread yourself too thin. You will lose.

**Fleet Street Communications** - Think audience first. Think you have a newsworthy story to tell? Be critical and ask yourself 'so what?' - it needs to be relevant and important to your audience, if not then it'll be tough to get the coverage. If it is - then go for it!

**Feed It Back** - Managing your brand reputation is key. RESPOND, RESPOND, RESPOND to all social reviews, both positive and negative. As part of your online review strategy, have a plan as to how you are going to turn negative guest experiences into positive ones.

# Top Tips before we start

**Bums on Seats:** Pre-booked sales is more important than ever for safety and control. Agree your strategy now, review your booking system and online customer journey and ensure you have the best possible C.R.T. (Customer Response Time) and process internally for handling customer bookings, enquiries and queries.

**2Forks:** Identify the items that aren't pulling their weight on your menu. You'll only want to list things that make a decent cash contribution per sale and are good enough to keep people coming back for more.

**DataHawks:** Your business is absolutely brimming with data so join it all up to understand your guests' behaviours. Use those behaviours to identify your most valuable prospects, and let your data inform the strategy and action required to find more just like them.



# Top Tips before we start

**KAM Media:** Don't charge into planning and decision making without first thinking about your customers. Do you really know them as well as you should? A real, true understanding of your customers will enable you to make well informed decisions about the future of your business, based on fact rather than guesswork.

**Smithfield:** Consider your “Cost vs. Cover” in any media buying. Certain media may look cheap but if you aren't reaching enough of your target audience it can work out more expensive in the long run.

**Me:Mo:** With lots of businesses in a state of flux right now, it is more important than ever that your proposition and safety precautions are up-to-date and correct. Audit your digital channels, consider your entire digital eco-system and ensure that the right information is being communicated in the right place for the right person.

# 1. Start With The Customer

by **KAM Media** and **DataHawks**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# What is customer data collection and analysis?

Your customer data is all of the personal, behavioural and demographic information which you know about your customers. Collecting and analysing this data will give you the essential insights and knowledge needed to make well informed, intelligent decisions about the future of your business.

# ***“Whoever gets closer to the customer wins.”***

## **Have you ever watched your colleagues rally behind a terrible decision?**

Bad ideas are often the result of gut feel, emotional reasoning and defaulting to the Highest Paid Person’s Opinion (HiPPO).

By listening to your customers and focusing on their customer experience, you’re less likely to get pulled in the wrong direction and make a potentially very expensive decision.

## **Data & Research keeps you from planning in a vacuum.**

Your team might be amazing, but you and your colleagues simply can’t experience your venue or brand in the way that your customers do. You might have a general idea of who they are and what they need, but you have to use data-driven insights if you want to make decisions that will win their custom and loyalty.

# Before you get carried away with a marketing plan: STOP RIGHT THERE!

Ask yourself these questions and when you're really confident that you have the answers at hand (AND proof to back it up!) put a tick in the pre-lockdown grid. Post-lockdown might be a little tricky but you need to be gathering as much data and insight on this NOW and continue to do so, going forward...

1. Do you know who your customers are? (and could be?)
2. Why do they visit *you*?
3. What do they spend their time doing (off and online)?
4. What's important to them? (What makes them happy, angry, sad?)
5. What do they spend their money on? (in and out of your venue)
6. What does a great customer experience look like for them?
7. Why do they choose *you*?
8. What do they think about *you*? (Good, bad and ugly)
9. Where else do they go?
10. What do they think about your competitors? (Why do they like them?)

Pre-lockdown	Post-lockdown
✘	
✘	

***“Data is really good for discovery and for validation, but there is a bit in the middle where you have to go and find the human.”***

Data analytics is critical for giving you the ‘WHAT and ‘WHO’, but research can give you the WHY. Often your data analysis will have uncovered unanswerable questions you need to investigate further. Or potential opportunities you want to clarify.

Join both together and you will be UNSTOPPABLE.

# 3 reasons why getting your customer data and insight in check is CRITICAL, particularly now:

1. Even if you knew your customers BEFORE lockdown, you should think very hard about getting to know them all over again. **Reignite your relationship**. People change and there's nothing like a global pandemic to change how people think, what they worry about, what's important to them, how much money they have and how they spend it.
2. Now is not the time to depend 100% on your past experience, however accomplished your career may have been so far! You may have had years of experience and 'know what works', but the **hospitality landscape has CHANGED** massively (at least in the medium term) so it will serve you well knowing exactly how it's changed and the impact that may have.
3. Mistakes can be EXPENSIVE - have you got money to risk right now? If you **make decisions about your future based on FACT** (proven by quality data and insights) and not solely on gut instinct, then you are minimising risk and the huge costs of loss of sales associated with making the wrong decisions.

# How UK consumers are likely to have changed...

Following **macro consumer trends** and sentiment is important. It can help you predict how your customers (or potential customers) may start to change. Since lockdown, many of your customers have been tied to their house, experiencing stressful (and heartbreaking) situations. This list is NOT exhaustive, and will change, but these are some of the macro trends which are likely to impact many (not all) consumers.

## 1. MONEY'S TIGHT(ER)

- 4-in-10 have already lost income\*
- Many are worried about long term financial implications

**Implications:** Many consumers will be more cautious in their spending, whether they've been directly affected or not. They may re-prioritise. Often this means quality not quantity. I will spend more on one decent product/experience vs lots of little unsatisfying products/experiences, aka go large or go home. They'll spend money on what they deem as important. They'll definitely be drawn to 'perceived value', nb this DOESN'T mean the cheapest options.

## 2. SAFETY FIRST

- 71% of Brits say they are going to be nervous about leaving their homes when lockdown measures lift\*\*

**Implications:** Fear is dominating many people's behaviour. People are scared about their job, finances, health and vulnerable friends and family. Despite a desire for lockdown to end, many are nervous about returning into the big wide world. Life has slowed down, they've kept themselves safe and now what? They'll need empathy, strong re-assurance and temptation (in that order!)

## 3. HYPER-CONNECTED

- 2 million downloads of Houseparty in 1 week
- Instagram up 25%
- Streaming services add 4.6m new subscribers\*\*\*

**Implications:** People have been consuming, learning, working, socialising, dating, visiting museums, watching live theatre etc online. Habits have changed eg I bet your Nan now knows how to Zoom? New apps downloaded and new experiences enjoyed won't suddenly disappear. How can you extend your reach online? Can your customer experience extend itself? The odd instagram photo probably won't cut it anymore.



# How UK consumers are likely to have changed... (cont'd)

## 4. WORKING FROM HOME

- Only 5% of the labour force worked 'mainly from home' in Nov 2019\*
- For 8+ weeks most people, except key workers, have worked from home

**Implications:** The Covid-19 crisis is helping to shine a light on both the pleasures and pressures of having the home as your office but it is likely the huge increase in people working from home will continue and probably never return to previous levels. This has significant implications for destination and city centre venues. It also means 'neighbourhood' outlets may capture more 'home working' trade and the opportunity to create remote working space within a venue will be huge. Decent coffee and WiFi, as well as well placed power points become critical here.

## 5. NEVER FORGET

- >1-in-3 say the way a company responded to the crisis will impact likelihood of buying in future\*\*
- 37% have switched brands as a result of the way it responded to the outbreak\*\*

**Implications:** Post-pandemic, will consumers really remember how brands behaved during lockdown? Research says yes but others think people have more to worry about with financial and health concerns. However, research by YouGov found that Virgin Atlantic, JD Wetherspoon and Sports Direct have all suffered reputational damage due to perceived negative behaviour during the outbreak. What you do now, will be remembered - don't screw it up!

These trends **WILL** change over time.

Good sources of macro trends & trend-watching are:

[KAM Media | The Post Corona Consumer](#)

[The Future Laboratory – Trend Tracker](#)

[Trend Watching newsletter](#)

[Marketing Week / Consumer Trends](#)

[YouGov / Consumer](#)

# How have consumer attitudes changed towards pubs, bars, restaurants & cafes?

Tracking consumers' trends and sentiment towards eating and drinking out specifically is also key in helping you build an effective marketing strategy and deciding on relevant tactics for re-launch.

## 1. I'M NERVOUS



The no.1 reason customers say they might eat/drink out less is because they are worried for their health\*

**Implications:** We need to be VERY proactive in making customers feel safe. For customers, perception is reality. During lockdown customers have specifically been choosing stores that they feel safe in - they won't do anything they perceive as risky to their health, however 'hilarious' your social media is!

## 2. MAKE ME FEEL SAFE

Top 5 'must have' safety measures, which customers want to see\*:

1. More regular cleaning
2. Hand wash / sanitiser stations
3. Limit capacity
4. Communications of safety measures
5. Spaced seating

**Implications:** From a marketing perspective all of these measures are important, and some will be very visible whilst in venue. But in grocery retail, where customers are already used to seeing these measures, pre-visit communication has been absolutely key.

## 3. EAT IN OR OUT?



39% of UK adults think they will 'eat out' LESS often after lockdown measure after lifted\*

**Implications:** Many customers will need an extra nudge not only to choose you, but actually to eat out at all. With an increased interest in home cooking and an increased fear in visiting public spaces, we need to 're-sell' the concept of eating and drinking out.

# More consumer attitudes towards pubs, restaurants & cafes...

## 4. I CHOOSE DELIVERY



UK online food delivery segment is up 9.8% year on year\*\*

**Implications:** Delivery has become a normal part of many consumers' lives. A significant number have downloaded delivery apps who didn't have them before. Many businesses, not just within hospitality, have now launched delivery of food and drinks. Delivery is now a serious competitor to eating out.

## 5. A NEW LANDSCAPE

- 66% of operators say their business is at serious risk if lockdown measures continue beyond July\*
- 82% of operators think it will take at least 6 months for customer numbers to return to previous levels\*

**Implications:** The hospitality landscape may have completely changed to some of your customers when the world starts to re-open. We might also see changes in the way customers choose their venue. Shopping centre locations and transport hubs may be less relevant. Rural locations might be preferred vs busy town centres. Car parks may appeal to avoid public transport. Messages that used to win you customers before, simply may no longer work as the hospitality landscape has changed so dramatically.

**Good sources for hospitality trends:**

[KAM Media newsletter](#)

[CGA Newsletter](#)

[@KAMMediaInsights](#)

# Now let's look at your business and customers

## 1. ORGANISE



- ✓ Pull the data sources which have a guest ID, such as an email, into one place
- ✓ Look for patterns to understand WHO your guests are and HOW they behave (both pre & during lockdown)
- ✓ Build profiles of your key guest types

**TOP TIP!** Automatically pulling your data into your CRM allows you to easily identify your most valuable guests (by their frequency, recency & loyalty) and talk to them in the most relevant way. Ask your CRM provider how.

# Now let's look at your business and customers

## 2. OPTIMISE

So now you know some interesting facts about your most valuable guests - but there's more we need to learn...



Age (and potential attitude)  
Gender  
Recency  
Frequency  
Loyalty  
Social interests



SPH & basket info  
Drivers (what is 'known or perceived' of us or others)  
Triggers (what triggers a visit or online action)  
Brand Sentiment  
Price Sensitivity  
Allergens  
Vegan/Veggie  
Where they are when they're not with us

...and there's plenty of places to find the answers!



### Enhanced CRM sign-up

Ask the questions at sign-up that will give you the greatest insight



### Surveys

Incentivise your CRM to answer a more detailed survey, or commission an insight specialist like KAM-Media to run one for you



### Buy additional data

2<sup>nd</sup> & 3<sup>rd</sup> party data can help fill in the blanks, and give deep insight into the lives of your guests when they're not with you



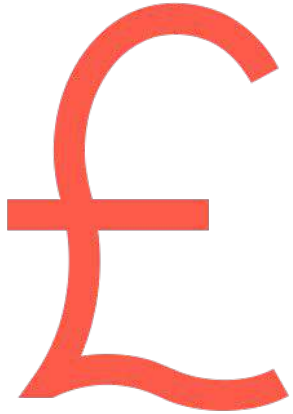
### Link other technology

Social pixels, web analytics and tech platforms all offer valuable insight into your guests and their behaviour

**TOP TIP!** Consider tech platforms on the service they can provide *and* the data they can deliver.

# Now let's look at your business and customers

## 3. MONETISE



### Acquisition

- ✓ Use your profiles to build social & advertising audiences of people who share the exact characteristics of your super-valuable guests - who may have never previously interacted with your brand
- ✓ Explore your data to identify the most effective brand collaborations
- ✓ Utilise FB & Google pixels to re-target people and convert interest into action

### Conversion

- ✓ Use your understanding to tailor your messaging to drive footfall & spend

### Retention

- ✓ Build long-term loyalty by tapping into your guest's responses and behaviours

# How do I get started?

Start with where you are. What are the urgent business challenges over the next 3 months (and what are your leaky buckets?)

Log in & have a look around. Data can be intimidating, but stay cool, look beyond the dashboard and download the CSV file to see what you have available.

Get it ready for action. Get your data into the CRM or a sheet ready for analysis, then create your plan (and of course the DataHawks are here to lend a hand!)

Drop us a line at [victoria@wearedatahawks.com](mailto:victoria@wearedatahawks.com)



# When you need to delve a little deeper: 4 common research methods

## 1. Surveys: the most commonly used (online, telephone or face-to-face)

Surveys ask users a short series of quick to answer, open or closed-ended questions. They're easy and inexpensive to conduct, and you can do a lot of data collection quickly, plus the data is pretty straight forward to analyse. Good when you want lots of feedback on a pre-agreed list of topics. If you have enough responses, you can segment responses by customer type/venue etc.

## 2. Interviews: the most in-depth

One-to-one, in-depth interviews are (normally) face-to-face conversations with members of your target market. Nothing beats a face-to-face interview for diving deep (and reading non-verbal cues.) If an in-person meeting isn't possible, video conferencing is a solid second choice. Regardless of how you conduct it, any type of in-depth interview will allow you to really understanding your target market and customers, but they can be time consuming and thus come at a higher cost.



# When you need to delve a little deeper:

## 4 common research methods

### 3. Focus Groups: the most sociable

Focus groups bring together a carefully selected group of people who fit a company's target market. A trained moderator leads a conversation surrounding the product, customer experience and/or marketing message to gain deeper insights. Be careful of 'dominance bias' (when a forceful participant influences the group) and moderator style bias (when moderator influences the results.)

### 4. Observation (and interception): the most powerful

'Fly-on-the-wall' observation in venue is a great alternative to focus groups. It's not only less expensive, but you'll see people interact with your venue, staff, apps, menus, food etc in a natural setting without influencing each other. A great way to then 'get inside people's heads' is to add an 'intercept' interview, where following the observation, the researcher asks the customer a few questions based on what they've observed. Great for understanding specific issues/opportunities at each point of the customer journey whilst in venue.

# How can I conduct research with my customers, now?

## Talk to them!

- Via CRM tools – some have the ability to send in-built surveys or you can use survey tools, like survey monkey, to design a survey and send a link to them.
- Via social platforms (and listen to them too) - ask questions directly and / send out link to a survey.
- Invite your top customers to a zoom ‘focus group’ to test your plans / concepts - reward them with gift cards or a VIP pre-opening visit.

## Talk to your front of house team

- Often the forgotten source of invaluable knowledge when it comes to customers. They have the frontline insights on what is going on in the venues and are a direct line to your customers.

You CAN do research in-house, but remember you are more likely to get bias responses if you are talking to customer who are already pro-actively supporting your brand or if the survey questionnaire is leading, and also if they know they are talking to the brand owner! Give [KAM Media](#) a call if you need advice or support with your research.

# Keep your enemies close: Don't forget competitor analysis

Who else is fighting for (and winning) their attention, spend and loyalty? What other choices do your customers have?

How can I find out about them?

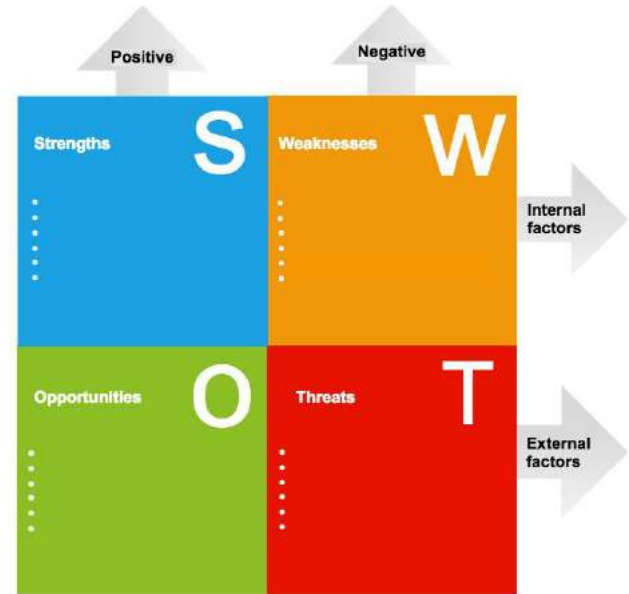
- Make a list of your competitors
- Check out their websites
- Stay close to industry news / trade press about them (you can set up Google alerts)
- Follow them, and their leaders, on social platforms
- Visit their venues (make a reservation, order a delivery, use their app, go at different times of day)
- Don't forget takeaway & delivery are likely to be an even bigger competitor now - keep an eye on them too!

# Keep your enemies close: Don't forget competitor analysis

What do I need to know about them?

- Find out about their campaigns, in-venue experience, content produced, PR coverage, social media presence and engagement, menu, pricing structure, customer feedback, leadership team etc etc
- Produce a SWOT analysis: assessing strengths, weaknesses, opportunities, and threats
- Use this knowledge to feed into your marketing strategy and tactics

Great resources for comparing marketing success vs competitors: [DataHawks – Marketing Performance Tracker](#)



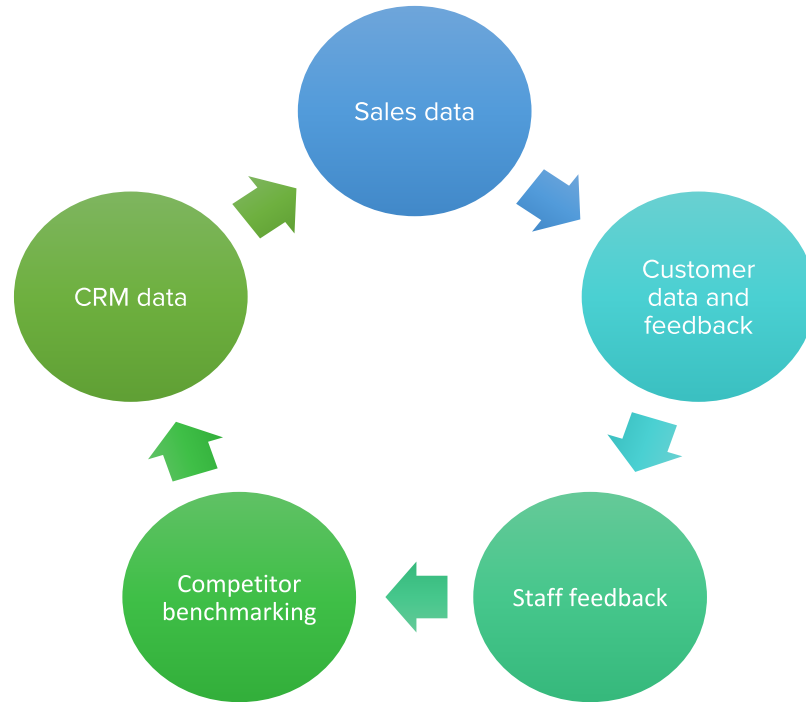
# Understanding your customer shouldn't be a one-off event

The world has changed – how will the people that really matter to your business behave in 6, 12, 18, 24 months time? Many factors mean that now more than ever you need a constant (even real-time) awareness of what your customers are doing, thinking, reacting...:

- **Uncertain economic climate**
  - How much money they have to spend, what are they spending their money on and attitudes towards spending in general are likely to change significantly.
- **Changing threat of Covid-19**
  - Levels of concern for health and safety will constantly affect consumers sentiment & confidence about leaving the house, entering public places and eating or drinking out.
- **Changing hospitality and competitor landscape**
  - The landscape itself is heading towards a time of turmoil and change with some brands and venues disappearing, others pivoting and changing format, and new names emerging.

If you don't know what's happening NOW, then how can you ensure your marketing strategy and tactics are still fit for purpose?

# Data & insight should underpin every area of your business



Build up a bank of data, research and insights which compliment each other to provide a holistic view on business performance, customer demand, staff satisfaction, competitive landscape, supplier relationships... and of course marketing strategy and tactics.

# So, you've done your data analysis. You've done your customer & competitor research... Now what?

- Once you really really know your customers (and potential new customers)
- And your strengths & weaknesses in their eyes
- And your competitive landscape
- **NOW** you're ready to move to the next step in building your brand and marketing strategy. And now you can base your decisions on fact-based customer insights and knowledge rather than guesswork.
- Good luck!



Understanding your customer is vital to any business. KAM Media is a research consultancy, specialising in hospitality and retail. Our tools and services are designed to give you the critical knowledge needed to understand why, where, when and how to create an impactful and engaging customer experience.

If you'd like advice on how to carry out research or want to access the latest macro trends from hospitality consumers then give us a shout. Our newest consumer report - 'Return of the Pub' - is out now.

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# DATAHAWKS

Your business is brimming with data, from a dizzying range of sources.

DataHawks joins your data up, whether from payment, feedback, social or WIFI and turns it into sales, loyalty & ROI driving strategy (and action!).

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**Founder/Head Hawk, DataHawks**

# 2. Getting The Most Out Of Wifi

by **Wireless Social**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# Using Wi-Fi data to connect & communicate with your customers

Understanding your customers is more important than ever, and providing them with great Wi-Fi is too. By combining these two elements, you can collect accurate data about your guests when they log in to your Wi-Fi, and then use this data to send out more targeted communications to your customers based on your enhanced understanding of them.

# Wireless Social tips



## 1. Brand your guest login journey

Guests want to feel at home in your venues, and you want to remind them of your brand and products at all times. If they feel safe and secure when logging in, they're far more likely to opt-in to receive your marketing messages. If you operate multiple venues and they have distinct characteristics, make sure you take the time to focus the login journey to match.

## 2. Use social login & keep form login simple

Nobody likes filling in forms! Social login allows people to access your guest Wi-Fi with ease, whilst giving you an opportunity to learn all about their interests, as well as their contact information. For those who don't like logging in socially, make sure your form option is short and sweet – asking for their name, email and DOB is enough for you to get a conversation started, and they're far less likely to lie if you're not asking for *War and Peace* about them....

## 3. Incentivise login

Wi-Fi data capture typically represents over 80% of all GDPR compliant data capture for operators, so this is a channel that you can really ramp up and make an enormous difference to your overall data value model. Just by offering guests a chance to win something, and publicising it well within the venue, you can increase overall data capture by 200% quite easily. This then impacts the ROI of your whole data strategy significantly.

# Wireless Social tips



## 4. Get to know your guests by asking them questions

If you want to build a meaningful digital relationship with customers, you have to know what's important to them. Use surveys as people login to ask them to tell you something about them, which allows you to send more meaningful communications. For example, what is their diet?...

## 5. Talk to your guests directly on social media using Wi-Fi data

It's now possible for operators to draw up curated audiences from their Wi-Fi data and place them straight into Facebook & Instagram. The massive advantage here is that you're communicating directly with your own customers, so you're not shooting in the dark. You can then use your customer profiles to engage people who look just like them, rather than taking a best guess.

## 6. Understanding guest behaviour

Wi-Fi has a unique capability to talk to everyone's phone, whether the owner has logged into the Wi-Fi, or not. This allows you to build up a background picture of the volume of people walking past your venues, what percentage come in, how long people stay for and how many times they come back. Not only is this important to see how sites compare, it also gives you a way to see if your in-venue changes are making any difference! Changing the front, an a-board, in-venue marketing, new menus, etc. can all be plotted against behaviour graphs to make sure they're having the desired effect!

# Wireless Social tips



## 7. Brand loyalty tracking

Another distinct benefit of being able to monitor your overall guest behaviour is the ability to see how loyal people are, over time. If you want to know how well your business is performing, there's no better way than to see if people are coming back more often, having visited for a first time. You can draw a curve that will tell you if your brand is gaining momentum – this is going to be crucial as we re-emerge from Covid-19!

## 8. Proving the value of your comms

With digital, everything is trackable. What's even better about Wi-Fi is that it gives you a bridge between the digital world and the real world. Once you've captured data through you'll have a unique link to the person, called a MAC address. You can therefore track email, SMS, social and other campaigns to see if they had the desired effect. What's more, you can compare this to the anonymised guest behavioural data in tip 6 to see if your marketing is making a big difference. (I can almost guarantee, based on experience of producing these reports, that it will be!)

## 9. Look after your loyal customers

I don't think it's ever been more important to show love to your loyal customers. Fortunately, the right guest Wi-Fi can tell you who they are, by recognising them when they return, even when they don't login to Wi-Fi. You'll then be able to market specifically to those guests who visit you regularly, as well as sending them 'surprise & delight' style offers.

# Wireless Social tips



## 10. Real-time engagement

One of the wonderful things about Wi-Fi is that, as well as knowing who people are, you also know where they are, and more crucially, WHEN they are in your venues. Using this understanding, together with real-time communication between your CRM and your Wi-Fi, you can send messages and gifts to your guests whilst they're in the venue. A great use case of this is Wireless Social's Hedgehog solution. In partnership with Eagle Eye and all the leading CRM and POS providers, brands can buy your customers drinks, driving up data capture, loyalty and opt-ins – all for free.

## 11. Bonus opportunity to reward key workers

Through a partnership with Blue Light Card, Wireless Social is really pleased to be able to authenticate and recognise key workers over the Wi-Fi. We check that they have a valid card, then all of our customers will be able to recognise and reward them when they walk into venues. We think that's pretty cool – hope you do too?



We help our customers by providing technology solutions to help improve the customer journey. Our easy-to-use guest Wi-Fi with social login, coupled with data collection and actionable insights give you a better understanding of who your guests are and their behaviour, enabling you to create much more targeted marketing campaigns and experiences to increase repeat visits and customer loyalty.

Our Presence Analytics capability also enables you to accurately track and measure the effectiveness and ROI of your guest engagement campaigns. You will have access to a set of reports, clearly demonstrating the increases in visit frequency and recency of your guests who receive marketing across all of your digital channels.

Website: [www.wireless-social.com](http://www.wireless-social.com)

Email: [hello@wireless-social.com](mailto:hello@wireless-social.com)

Phone: 0800 561 0012



[@wirelessocial](https://www.instagram.com/wirelessocial)



[/wireless-social](https://www.linkedin.com/company/wireless-social)

**Julian Ross**  
**CEO, Wireless Social**





# 3. Using Guest Feedback To Know Your Guests And Put Them At The Heart Of Your Decisions

by **Feed It Back**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# Understanding the guest experience

Understanding the guest experience must underpin every decision you make. Managing your brand reputation will directly influence this and will drive loyalty.

# Understanding the guest experience

- Guest experience needs to be a measurable metric at a granular level; by day, by shift, alongside labour and sales.
- Define what guest experience means to you and which key areas you want to measure e.g food, service, atmosphere, value, cleanliness.
- Use whatever tools you have access to, to understand this such as...
  - Google, Facebook, Tripadvisor reviews and any survey feedback you have.
  - Analyse the guest experience at a venue level - it will differ!
- Examine the WHY behind the scores to understand what's driving them.
- Post-lockdown, sign up for a free trial of a survey platform or use a free tool to help you gather this data, if you don't have access to it currently.
- Measure your guest experience continuously and robustly.



# How likely are you to recommend us?

- **Net Promoter score (NPS)** has become a defining ‘figure’ of customer loyalty within hospitality.
- Customers answer this question on a scale of 0-10, with the score being calculated as a number between -100 and +100



- Promoters will recommend and remain loyal
- Detractors will talk negatively and will not recommend
- Passives fall between the two

- Being able to identify why a customer falls within 1 of the 3 categories and then take action based on that knowledge can make a real difference. It can support decisions to prioritise products, operational delivery and systems, in order to optimise the guest experience.
- It can also help you benchmark your guest experience compared to your competitors.
- Below are the NPS sector averages for a 6 month period between September 2019 and February 2020. How does your NPS compare to these sector averages?

53   
Casual Dining

67   
Competitive Socialising

61   
Premium Casual

55   
Pub Dining

45   
Bars & Late Night

53   
Fast casual/ Grab & Go

# Increasing the value perception

How will you make every guest feel special in this new industry dynamic, taking into account social distancing and minimal contact service?

How can we prevent this new 'normal' from negatively affecting our guest's perception of value?

- Operational delivery and exceeding guest expectations drives value.
- Across 880,000 surveys we collected, these were the average ratings out of 5. Value is the lowest performing area as a result of food, drink, service, atmosphere and cleanliness expectations not being met.

Food	Drink	Service	Atmosphere	Cleanliness	Value
4.6	4.6	4.66	4.59	4.68	4.46

- A constant flow of real-time data will allow you to continuously monitor and improve your guest experience. This is something we're passionate about and you should be too!

# The importance of social reviews

Restaurants could experience a 9% drop in annual revenue by losing just one star on Yelp

*Harvard Business School study 2018*

72% frequently read reviews before making a decision on where to eat, stay or do things

*Morning Advertiser 2019*

- A large proportion of social reviews are not responded to and this is a missed opportunity to engage with existing and potential guests.
- You need to understand which platforms your guests are using the most to review you and monitor these continually.
- Google is by far the most popular review platform - accounting for more than 60% of all reviews. Generally reviews are positive, over 4\*. What's your Google rating? Are you above or below your sector average?
- Put an online review strategy in place. How will you communicate with a guest who leaves a negative review and turn this negative experience into a positive one?
- **RESPOND, RESPOND, RESPOND** - don't just respond to the negative reviews, respond to ALL reviews, it will make a real difference.



# Driving loyalty through feedback

- Increased value perception will drive loyalty.
- Consider the relevant channels to your business - do you engage with **ALL** guests on **EVERY** channel? If not, **YOU MUST**.
- What is your NPS score telling you?
- Responding to all guests will ‘surprise and delight’ and ultimately drive loyalty.
- Share changes that you have made as a result of guest feedback - show the guest that you are **LISTENING**.
- Use the positives wisely - can you encourage a review from a positive piece of private feedback?
- Responding to social reviews shows existing and potential customers that you care. It drives your SEO and positively influences the Facebook algorithm, meaning that you are more likely to appear in a follower’s feed.



# Team engagement

- Your team are your best asset, so it's important to celebrate them. Team mentions in surveys or reviews, for example, should be shared and celebrated.
- Listen to your team through staff surveys:
  - What do they think of the guest experience? What do guests say to them?
  - How can you improve it?
  - 'One team, one dream' - allow your team to give feedback when they visit another one of your venues.
- Embed learnings into pre-shift briefings, weekly team meetings, exec reports.
- Who is the senior 'GUEST' sponsor in your business? This should be someone at Board level.





# Making feedback work for you

- Reflect on what you could have done better in the past and make a plan **NOW**.
- Don't be afraid to ask for feedback, your customers will be keen to tell you!
- Access to a constant flow of guest experience insight will be key in this new, changing landscape.
- You'll have to be agile and be able to test and learn simultaneously - therefore you'll need access to real-time insights. **TAKE ACTION** on these insights and learn from the changes you make.
- Understand what is driving your NPS score and make changes where required, as this will positively impact on the guest experience.
- Engaging with **ALL** guests on **EVERY** platform will help drive loyalty - you **MUST** do this.





## Carlo & Julia Platia Co-Founders, Feed it Back

Feed It Back is the TOTAL reputation management platform for hospitality.

Through our platform, customer obsessed hospitality operators can listen, understand and engage with all forms of customer feedback such as guest surveys, unstructured feedback, social reviews and social posts, helping them grow their business through increased repeat visits from their loyal fans.

To our clients, we deliver better Brand Reputation. View our '[Are you ready to reopen post lockdown?](#)' presentation on Hospolive. You can also read our [white paper](#) on this too.

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# 4. Brand DNA - How To Define / Redefine Your Brand

by **SUPERSONIC INC.**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# Defining / Redefining your Brand DNA

This section is a short set of questions from the Brand DNA process I follow to make good brands great. It is easy to do and will help you focus on what brings your culture, products/services and reputation together. Align all of these areas and you will have a winning brand on your hands for many years to come.

# BRAND DNA

## 8 VITAL QUESTIONS TO DEFINE YOUR BRAND DNA

Use your own knowledge and findings from the research to verify what you are suggesting your brand is all about and use this to engage your customers and teams from this day forward.

Gather a group of 6-10 people from your business (or people who know you and your business well) to debate the answers these questions. It should take between 4 - 16 hours to complete.

It is useful for you to make it fun, to do this with no other distractions, off-site and with a flipchart, pens and post-its etc. to get everything down on paper.

# BRAND DNA

1) What are the main events in your timeline, milestones and what were the best of times and the worst of times? Why? What makes you better, worse or different than when you started out?

2) What is it?  
How would you describe what you do simply in one sentence so anyone could understand (Think Grandparents for example)

3) Who are your target customers? Think about the group(s) that will profitably build your business. Don't focus on everyone. Who is really important?  
Choose 3 groups max.

4) What are your target customers motivations for using you?  
Why do people use you? Status? Value? Health? Premium? Feel Safe? Support Indies?

Please watch the detailed step by step video on how to define your Brand DNA here:  
<https://youtu.be/vlbvUYgYQOQ>

# BRAND DNA

5) What are your unique selling points against your competitors? Choose your 4 biggest competitors and pit them against yourself. Honestly, why is your business better than them all?

6) What is your brand personality? Pick a different magazine each and choose 1 image only that best sums up your brand personality. Describe the image using personality words. This will give you a long list. Agree on 4 final words to be both your new company values and personality.

7) What is your brand positioning statement? Or more simply 'What is your role in the life of your customers?'. Check the link to the video at the bottom of the page for more information.

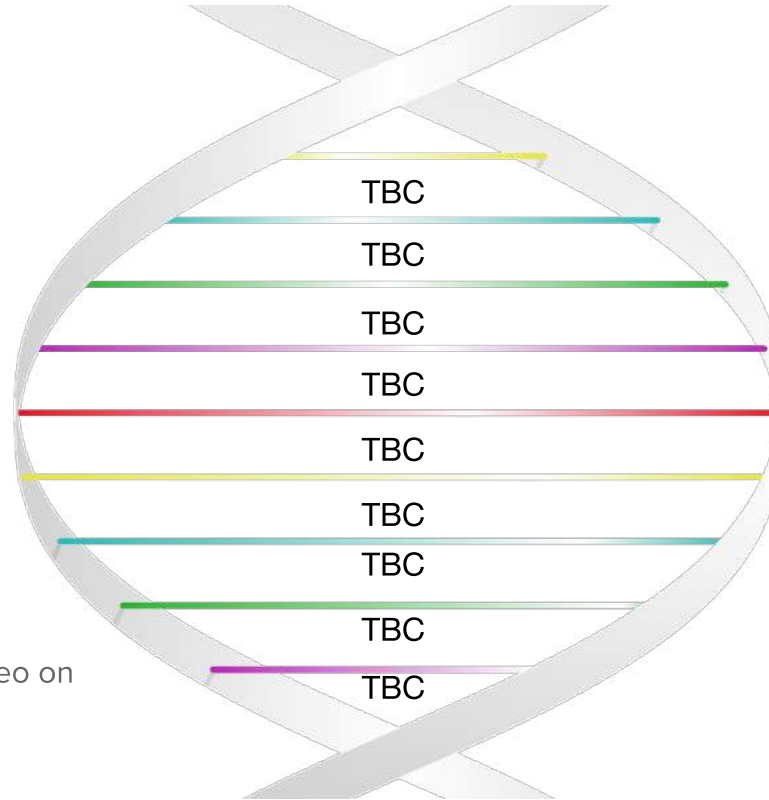
8) What is your brand summed up in two to four words? This is your brand DNA and what your brand stands for. The video also explains how to go about this.

Please watch the detailed step by step video on how to define your Brand DNA here:  
<https://youtu.be/vlbvUYgYQOQ>

# BRAND DNA TEMPLATE

The answers to your 8 questions will start to populate this template. Please watch the 'How to define your brand DNA' video to help you fill in this template further. Once you have completed this, you are ready to relaunch your newly focused brand to your teams and customers.

Please watch the detailed step by step video on how to define your Brand DNA here: <https://youtu.be/vlbvUYqYQOQ>



## Brand

Brand name and logo

## Role Statement

What does your brand do?

## Core Consumer

Who is the key target customer?

## Core Product

What is the number one key product?

## Brand Benefits

What are the brand benefits?

## Brand Evidence

What is the proof that benefits are true?

## Brand Personality / Behaviours

Describe the brand as a person

## Tone of Voice / Look

How would the person speak/look?

## What We Stand For

Brand DNA (Two to Four Words)





# SUPERSONIC

MAKE YOUR BRAND BOOM

Mark McCulloch is one of the leading Food, Drink and Hospitality brand and marketing minds in world. Mark has over 20 years Brand, Marketing, Digital and Social Media experience holding senior positions at lastminute.com, Barclaycard, YO! Sushi and Pret A Manger. Mark co-founded Brand and Marketing agency WE ARE Spectacular Ltd in 2012 and now runs Premium Brand and Marketing Strategy consultancy Supersonic Inc. based in London and Brighton helping C-Suite level Marketers and Executives amplify their business across multiple sectors. In 2018, Mark began podcasting and his Mark McC Supersonic Food Marketing Podcast has reached number 20 in the iTunes business charts and is a regular Top 100 podcast.

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**Mark McCulloch**  
**Founder & CEO, SUPERSONIC INC.**



# 5. Brand Identity Visual Development

By **Studio Nomad**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# Top 10 Tips to create best visual identity

1. **Benchmark** - Start by looking at what your direct and indirect competition are doing to make sure you differentiate yourself. We call this 'finding the white space'. The area that no one currently occupies that you can make your own, and protect.
2. **Moodboard** - A great way of finding the spirit you want in your identity. Look outside of your world for inspiration. Collate image, texture, type, tone, photography and illustration. Anything that speaks to you. Once you have this, take a step back and analyse. Think about what the over-arching look and feel is that you have created and try to capture this into a phrase or an idea.
3. **Look outside of your neighbourhood** - Great artists steal. But if you get caught lifting from your own neighbourhood, you'll be in big trouble. So search far and wide for inspiration, from other sectors, industries, art, film, culture, and bring all of your inspiration together to make something that is truly unique.



# Top 10 Tips to create best visual identity

- 4. Find the key insight** - The best brands are built from a key insight. This could be around something that is unique to your product, your audience, or a certain spirit of how you do things. Apple's 'Think Different' line speaks to people who see the world differently. It empowers them and makes them feel they are unique. The genius of this is that everyone on this planet thinks they 'Think Different', so it spoke to everyone, individually. We call this 'Mass Intimacy'.
- 5. Be single minded** - When you have your key insight, use this to drive all of your thinking. If you have a good idea, but it is different to your insight, be ruthless and kill it. Stay laser focused on the one thing that defines you, and bring this to life visually and verbally.



# Top 10 Tips to create best visual identity

- 6. Make the strategy visual** - The best visual identities are a direct translation of the strategic thinking. Otherwise, it's just colouring-in. It is essential that your insight is visible in the work. If we take Pret as an example. Their insight is around quality ingredients, freshly made; and we see this through everything they do from tone-of-voice to photography and packaging.
- 7. Create a solid system** - How each constituent part comes together is what makes a visual identity. Each element needs to compliment and amplify, not clash. So think of colour, type, tone, photography and logo as a kit of parts, not as individual elements.
- 8. Consistency is king** - Once you've got you VI system, use it with thought and rigour. Too much change confuses. So first, land it. Be brutally simple in your delivery. Again, Pret is a great example. You know it's Pret without needing to see the logo.



# Top 10 Tips to create best visual identity

9. **Have fun** - If it feels too corporate, it won't connect. If it's too salesy, it won't land. Use a human tone-of-voice to tell your story. Do it with authenticity and empathy. What you say is as important as what you do.
10. **Everyday iteration** - Work on your brand every day. Small iterations keep it fresh. Stick to your strategy and it will evolve naturally and you'll avoid the need to do another overhaul in a year's time. The best brands iterate daily, in ways we don't notice that ensure the brand is always fresh and on-point.





Founder & Creative Director of Nomad, a brand agency built for today. Nomads by nature, we help our clients to Keep Moving Forward.

19 years experience creating world class brands across the globe for Premier League, Sky Sports, The FA, Super League, Deliveroo, Sky, Eurosport, Discovery, The Times, Cambridge University, Reading FC, Treatwell, Housing, King, Lexmark, WGSN, Oi Brazil, Blue Marine Foundation and Little Chef.

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# **Stuart Watson**

## **Co-Founder & Partner, Studio Nomad**

# 6. Tone Of Voice Development In 10 Easy Steps

by **2Forks**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>



# What is Tone of Voice?

Tone of voice (or TOV) is how your brand 'sounds' when it communicates. By putting together some guidelines for your team to follow, you help make sure that everyone who writes - or speaks - on behalf of your company sticks to a voice that fits with your brand.

# 1: Listen to your customers

We've already heard how important market research is at this time (thanks KAM Media, you're speaking our language) and, when it comes to establishing a brand voice that really resonates with customers, there really is only one place to start:

**>> You've got to talk - and listen - to your customers**

During lockdown, the best way to secure voice of customer data is to conduct interviews on a video call:

- Book in 30-minute Zoom meets with ten or more customers, get them talking about your business and the things that matter to them in relation to your offer.
- Hit record so you can transcribe the calls and access that VOC data later.

# 1: Listen to your customers (cont.)

## >> No time for calls?

You can also gather VOC data with an email survey or by looking at what people are saying about you in online reviews.

Keep your surveys short and sweet. When the objective is to find out *how* customers talk about you, you'll want to encourage long answers by keeping the number of questions low.

The following three questions usually do the trick:

1. What is your favourite thing about [NAME OF BUSINESS]?
2. If you could change one thing about [NAME OF BUSINESS] what would it be?
3. How would you describe [NAME OF BUSINESS] to a friend?

## 2: Create an ideal customer avatar

By creating an ‘avatar’ based on your customer research, you’ll be able to think of your marketing communications as a conversation between your brand and an actual person, instead of broadcasting to a faceless crowd.

- Go back over your interview transcripts, survey results and review cuttings. Look for themes to help you establish what really matters to your customers.
- Can you think of a real person that shares most of these views? Maybe one of your regulars, a member of your team or somebody famous? Start bringing your avatar to life by basing it on a real person.
- Use what you’ve learned about your customers to flesh out your avatar. Give him/her a name and some characteristics to make them easy to picture.

## 3: Revisit your brand values

Go back to the work you did on your Brand DNA in the previous section and look at your brand values through the lens of your ideal customer avatar.

- Do your values resonate with this person?
- What words do they use when they talk about the things that matter?

If you had your interviews transcribed, you'll be able to lift words, phrases, maybe even sentences and paragraphs, from your voice of customer data to help you talk about your values with words your customers use themselves.

**>> This is how you start speaking their language**

## 4: Establish your brand voice pillars

Time to tie your voice to a handful of words that will guide your writing going forward. If your brand values are all tied to a single descriptive - and actionable - word, you can use those same words as your voice pillars.

- If you need to pick more descriptive / actionable words, stay as close to your brand values as you can.
- Ideally, we're looking for three words that really define your voice. Definitely no more than five.
- Make sure they're honest and applicable to everything you do.

## 5: Put your voice pillars to work

Got yourself 3-5 honest, descriptive and actionable words? Let's put them into some real scenarios and see how they perform.

**>> This is all about uncovering how your values shape your voice**

Use the 'because we are X, we Y' formula to turn your values/pillars (X) into practical examples of how you communicate (Y), like this:

- Because we are FRIENDLY, we start emails 'Hi Joe', not 'Dear Joe'.
- Because we are FRIENDLY, we say 'hi, how are you?' as customers walk through the door.
- Because we are FRIENDLY, we demonstrate that we have personal relationships with our suppliers by talking about them on a first-name basis.

## 5: Put your voice pillars to work (cont.)

>> Repeat the same exercise for each of your tone of voice pillars in turn

Put them through their paces by trying to think of practical examples for every single one of your company's key lines of communication. Including:

- Emails, social media, PPC adverts and other types of digital communication
- Tableside chat, complaints and other 'face-to-face' comms
- Menus, A-boards, tabletop cards and other written POS materials
- In-house newsletters, contracts and other forms of staff communication

If you're struggling to put one of your voice pillars into real situations, they're probably based on an aspirational - as opposed to honest - brand value. For example, you can't say you're SUSTAINABLE in everything you do if your only nod to sustainability is a 'paper straws only' policy.



## 6: Rule out the no-nos

It's often easier to describe what we *don't* want to sound like than what we do. So, let's rule out the no-nos before we go any further.

- Start with some famous faces. Which celebrities would you hate your brand to sound like?
- What do these people have in common? Write down some descriptive words that sum up their voices.
- Next, list things you'd hate for people to think / feel / say about your brand.
- Put your two lists of no-nos together and look up their antonyms (words that mean exactly the opposite). You've now made a start on defining your sound.

## 7: Bring your voice to life

Look at your list of antonyms (from Step 6) with your brand voice pillars in mind. Let's try to identify the ones that will give your voice some personality.

- Think about the qualities a person who shares your brand values would have. Can you find those on your list? If not, try adding some other words that help bring your voice to life. If your voice was a person, how would they *sound*?
- Again, it can be useful to think of celebrities (or customers / team members) as examples. If you can't think of a single person that embodies your voice, mix and match some love/hate elements of different voices (ie 'I like Anthony Bordain's straight-talking, inquisitive style but I don't want to be swearsy.')

## 8: Write some stuff - any stuff

Time for your ideal customer avatar to meet your brand voice persona. Picture them both in your head and imagine how a face-to-face conversation between the two of them would sound. We firmly believe that all the best brand comms are based on spoken - not written - word so here's an exercise to make writing easy:

- Identify the core message you're trying to get across with your next piece of writing, then pretend that your brand persona is calling your avatar on the phone to tell them about it.
- Record the call, then listen back. Do you sound like an actual human? Do you sound like someone you want to spend time with? If not, try again. And again. Until you've found a voice that feels natural.

## 9: Produce an inhouse style guide

Once you've found a voice that 'fits', write down everything that defines it.

- Start with your voice pillars, the words that define how you sound and a description of the personality traits that bring your voice to life (include examples of the famous faces you do - and don't - want to sound like)
- Next, add some guidance on language and grammar. There are plenty of resources online so don't rewrite the book on these. Just highlight the most important parts of an existing style guide:
  - <https://www.theguardian.com/guardian-observer-style-guide>
  - <https://www.bbc.co.uk/academy/en/collections/news-style-guide>
- Finally, add brand-specific things like the spellings of key team members, sites and menu items (these will be particularly useful if you outsource any writing)

## 10: Prep a cheat sheet

Tone of voice work is redundant if it's not used. And, let's face it: no one (apart, perhaps, from a really keen contractor or new starter) is going to keep referring back to a lengthy style guide. So:

- Highlight the most important parts of your style guide and use design software like inDesign (or Google Sheets, if you need something free) to lay them out across a single double-sided sheet and print it out on card / thick paper so it can live on people's desks and be referred to again and again.
- Share the cheat sheet with anyone that writes anything for your brand (so not just your copywriter and marketing team but salespeople and customer service reps too). Hold practical workshops to show them how to use it.

# You're done - for now...

Tone of voice work is never quite finished. Brands change, customers change, circumstances change - and your voice needs to evolve along with them.

- Set yourself reminders to check in on your TOV at regular intervals.
- Survey your teams: how are they getting on with their cheat sheets? Are they missing anything? Any particular situations they struggle with? Add some practical examples on how to write for these. Are there words people struggle to spell? Add them to your glossary.
- For help with any aspect of your tone of voice development, tap up Annica or Anna at [2Forks](#)



# 2FORKS

Annica and Anna have specialised exclusively in food and drink copywriting since 2014, helping the likes of Dishoom, Wahaca and Rosa's Thai connect with hungry consumers. Everything they write, whether it's email campaigns, menus or a TOV blueprint, is meticulously researched so it speaks to customers in a language they understand, and motivates them to buy from you. 2Forks are also the founders of The Food Marketing Club and The Feed.

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**Annica Wainwright  
Co-founder, 2Forks**

# 7. How To Write A Marketing Plan\*

\*Polite notice that this section is a bit heavy, but stuff good to know.

by **SUPERSONIC INC.**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>



# Writing your Marketing Plan

This section is slightly more advanced and some readers may find that it is too much information. The main things to take away from this section are for you to segment the market, choose who you are going to target and then position your brand to them in a way that is most relevant to them to guarantee success.

# Marketing Plan

It is vital that you write a Marketing Plan as otherwise you will make knee jerk decisions and be reactionary rather than proactive. Without this you will not give yourself the time and space to create relevant, targeted marketing to your customers that will grow your visits (and sales) and keep them coming back time and time again.

# Structure of your Marketing Plan

1. Set your objectives.
2. Customer orientation. This means that you totally understand the needs and wants of your customers. This will come from your research in Sections 1 and 2.
3. Segment the entire market you operate in.
4. Choose the segments that you wish target. You can't target everyone and some segments are more valuable and suitable to you than others.
5. Writing positioning statement per target market.
6. Always think about the marketing / sales funnel. Converting customers every time.
7. Think about your product range and look at all of your product benefits.
8. Distribution. We have learned that you need a multi strategy on how to get your product to your customers.
9. Key Messaging.

Please note that the following worked examples are just one way to segment the market.

# Set your objectives (example)

2020-21 Marketing Objectives			
<b>MISSION</b>	E.g. To be the number one Asian restaurant brand in the world. (Asian is an example here - please fill in for your own business)		
<b>STRATEGY</b>	1) To raise brand awareness by 100% amongst target audiences. 2) To raise our Net Promoter Score from 40 to 50. 3) To increase visits per customer per year from 3 to 5 visits. All by end of December 2021.		
<b>INITIATIVE 1 - BUILD BRAND AWARENESS</b>	Create a set of activities that will raise the awareness of your brand. This leads to increased visits.	Raise by 100%	By Dec 2021
<b>INITIATIVE 2 - IMPROVE NPS FROM 40 TO 50</b>	Give customers a better experience by understanding their current feedback and perceptions.	Raise NPS from 40 to 50	By Dec 2021
<b>INITIATIVE 3 - INCREASE VISITS FROM 3 TO 5</b>	Create a loyalty scheme which will tempt people back time and time again and track this.	Increase visits from 3 to 5 per year	By Dec 2021
<b>OMISSIONS UNTIL DEC 2021</b>	Growth outside of UK.	Focus outside of restaurants such as ecommerce products	No new openings

# Always be customer oriented!

DON'T FIND CUSTOMERS FOR  
YOUR PRODUCTS, FIND  
PRODUCTS FOR YOUR  
CUSTOMERS!

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**SETH GODIN**



# Segmenting the market

The best way to succeed is to segment the entire market (forget *you* for a second, how much is the entire market and each segment within the market worth?), then determine from the data you have which segments you will go after. You will purposefully omit some segments that are unprofitable or with the knowledge that there are bigger segments to focus on with the resource and budgets you have for this year. To do this we use the Meaningful Actionable Grid. This is on the next page for you to fill out.

After you have put a total value on the market you operate in then it is time to show what market share % and £, \$, Euro value against that segment. Now stand back and look at it. Is there big potential for you to target another segment better and also if you put bigger efforts into targeting one segment will that lead to you unlocking another segment over time? Does one segment influence another segment. For example if you target 16-24 year olds will this influence their parents to become customers too? Look at the success of Facebook and also TikTok. Kids start using it and eventually the next generations come on board.

We use an Asian restaurant brand as an example here, but it can apply to any type of hospitality brand, so please take the framework and use it for your own brand, business and purposes.

# Example Segmenting Eating Out Market

EATING OUT MARKET VALUE SEGMENTATION GRID	Families	Couples	Single Male	Single Female
60-75 years old	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>
40-59 years old	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>	<ul style="list-style-type: none"> <li>- Number of segment who eat out</li> <li>- Spend per year on eating out</li> <li>- Total Segment Value</li> </ul>
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# Example Segmenting Eating Out Market

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Example. So you can see from your maths, from the information you have from the research and from your brand DNA that the best segments that you could target are as above. Although it is tempting to want to market to every segment, it is virtually impossible to spread yourself that thin and scatter gun never works.

# Effective targeting

In order for you to target your customers more effectively you need to know more about them and in turn use that profile information to target people like them too. You need to have surgical targeting, relevant creative (not one size fits all) and a media plan that will get you in front of as many of your core target customers as possible. For example:

## Demographics

- Name
- Sex (even if non binary - it is good to know how people wish to be referred to)
- Age / Interests / Family / Life stage
- Profession/Student etc
- Addresses: Work address, Home Address
- Contacts details: Phone Number(s), Emails and Social handles

## Usage and Attitudes

- Why do they use you or not use you?
- What are you great at?
- What can you improve on?
- What are you not great at?
- What would make them visit more?
- What would make them spend more?
- What would make them tell other people about you?
- How would they persuade their friends and family to use you?

## About them

- What hobbies and interests they have?
- Their most used brands in your sector?
- Their most used brands in general?
- Their most used media channels?
- Most used mode of transport? Etc.

# Writing a segment positioning

You will already have a brand positioning / role statement from your brand DNA work, however it is good to look at this general statement and tweak it to suit your target audience more. Brands can mean different things to different people and have different positioning per target segment and also per region and country. This is not to confuse you or the customer but it is sharpen your relevance, meeting their needs better and creating the right perception in their mind. Remember this is only for the few target segments which you will go after. For example, let's take Amazon Echo (Smart Speaker), here is how it might position against each market segment they are targeting.

- **Millennials** - Listen to all of your favourite music, podcasts and books without the need to stop scrolling on your phone.
- **Parents** - Control your home and your day with Echo. Make learning fun for your kids with Echo.
- **Business people** - Don't waste time or forget anything ever again. Echo is quicker than typing and is your personal assistant.
- **People with elderly parents** - Help your elderly parents stay connected, feel in control and is good company for them.

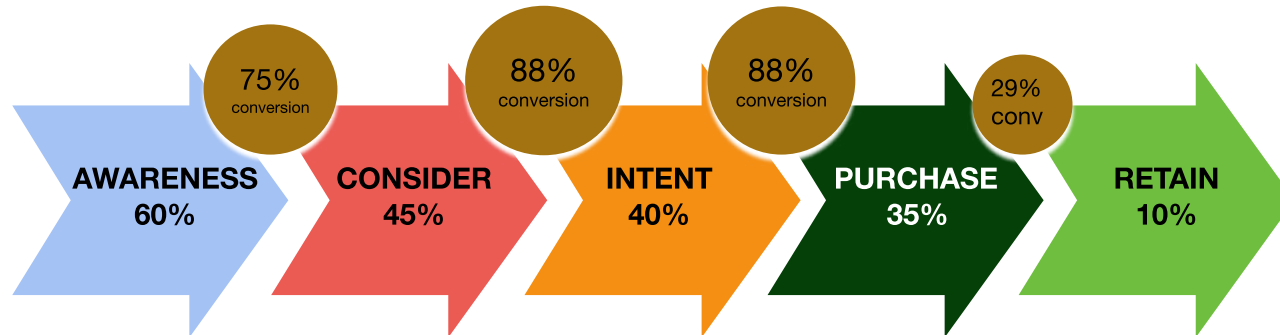
The general brand positioning statement would be something like **“Amazon Echo is the most intelligent smart speaker and personal assistant that provides the ultimate hands-free experience to meet your needs at home and at work”**. But tweaking it to be even more relevant to each segment is sensible.

# How to write a segment positioning

<b>For</b>	Target Segment	Couples aged between 25-39 years old	
<b>What</b>	Insert what you want to position	Your best product/usp to fit segment needs here	
<b>Versus</b>	Insert alternative you will position against	What are all of the other possible options? (Think of every possible option they have instead of you)	
<b>Is</b>	Word or Phrase 1 and 2	Better Quality	More Authentic
<b>Objective</b>	Write SMART Objective here for that segment	To raise brand awareness by 100% amongst 25-39 year old couples. All by end of December 2021.	

# Marketing purchase funnel

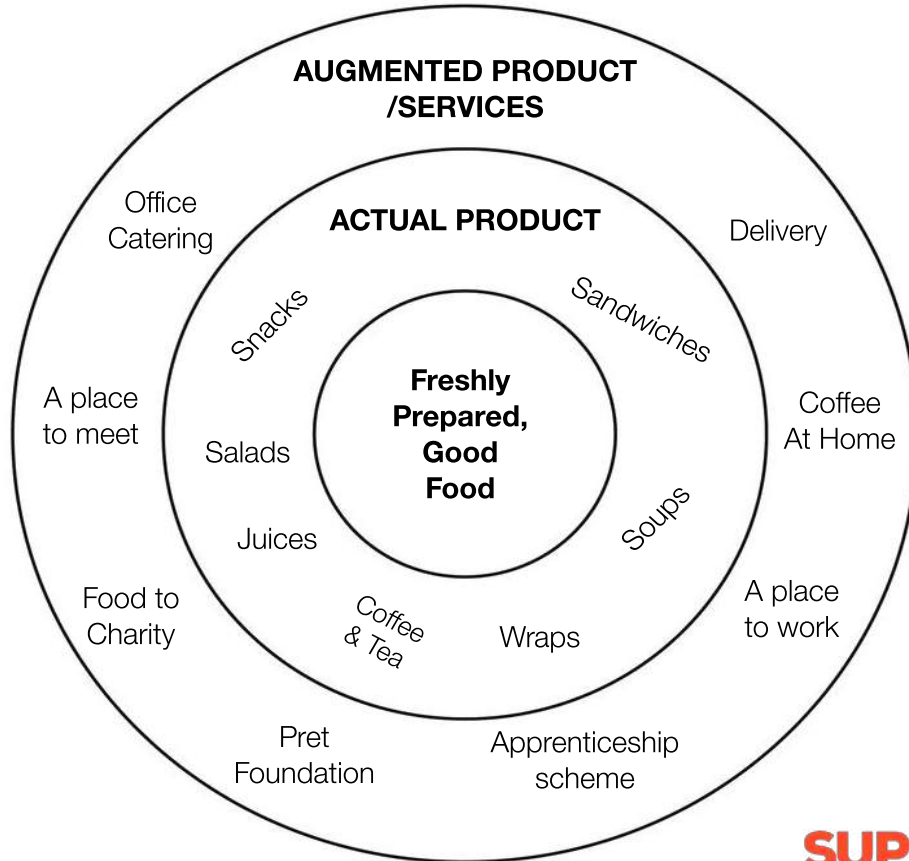
Thanks for sticking with it so far. Filling out and checking your marketing purchase funnel is a great way for you to measure your brand in general. Do the research and look at your sales to establish what the % number is for each section below and the % conversion from one stage to the next. These base figures will show you where you are at for each stage and also highlight where the problems may be for you to focus on to fix. For example, the problem in the example is that only 29% of people who buy from you buy from you again. Investigate and fix that to create happier customers, spend less on acquisition marketing and unlock higher sales. Your business will be unique in its challenges.



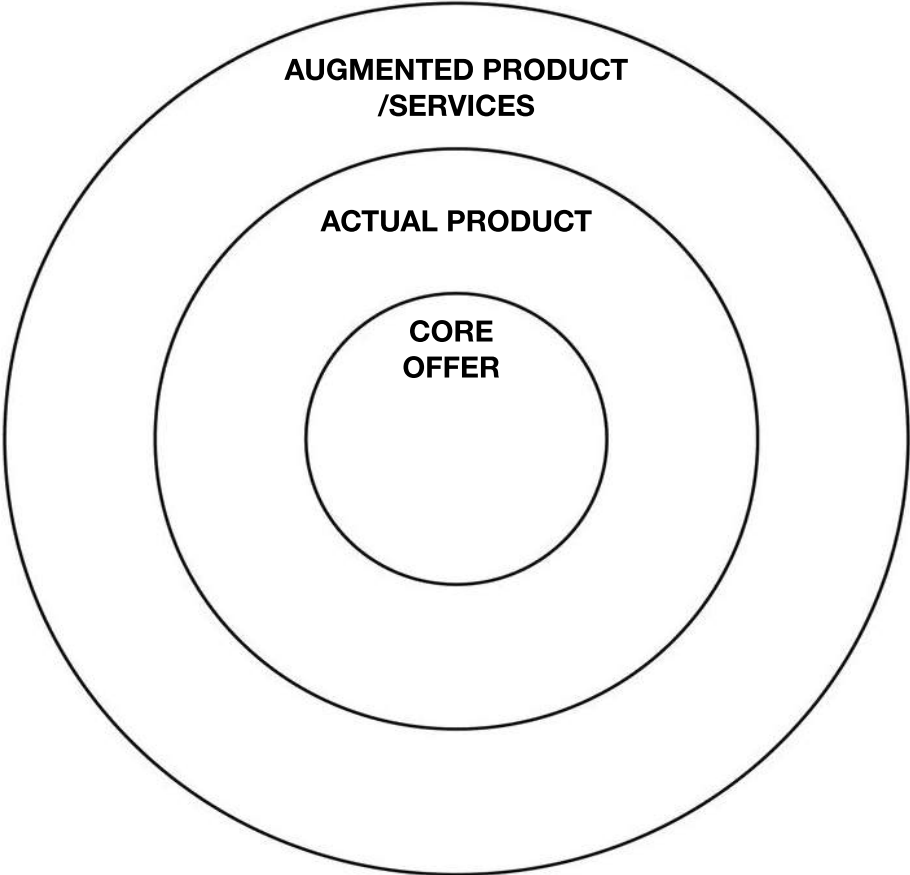
# Lay out your total product benefits

Worked example for Pret A Manger (all publicly available information).

Use the template overleaf to map out your product offer.



# Lay out your total product benefits



# Distribution - think outside the four walls

As we have all seen just being a pub, restaurant or cafe alone can be risky if someone threatens your core business. The power of takeaway, self delivery, being with one of the aggregators online and having an ecommerce offer (food kits, merchandise, products) for sale on Amazon et al is a good idea for **boosting brand awareness and sales** (but perhaps not always profit which may need some work by all parties to make it attractive). It is your decision on this, however I would take the approach that anything you can do to be on someone's phone screen will be a **future sale direct to you** and not always through the aggregators or ecommerce sites. Think about how you can make it work for you. How can you communicate with the customer to balance direct sales and sales through the aggregator so that you can focus on growing direct sales and/or bouncing the customer back to venue.

A word on Amazon. **More product searches start on Amazon than on Google.** Think about that. See what you could do to offer a product/package on Amazon and also investigate what you can do to be able to receive orders, experiences like beer and wine tastings and bookings through smart speakers like Amazon Echo (with Alex built in). It could be a game changer for you, but remember to do it on your terms.







# SUPERSONIC

MAKE YOUR BRAND BOOM

Mark McCulloch is one of the leading Food, Drink and Hospitality brand and marketing minds in world. Mark has over 20 years Brand, Marketing, Digital and Social Media experience holding senior positions at lastminute.com, Barclaycard, YO! Sushi and Pret A Manger. Mark co-founded Brand and Marketing agency WE ARE Spectacular Ltd in 2012 and now runs Premium Brand and Marketing Strategy consultancy Supersonic Inc. based in London and Brighton helping C-Suite level Marketers and Executives amplify their business across multiple sectors. In 2018, Mark began podcasting and his Mark McC Supersonic Food Marketing Podcast has reached number 20 in the iTunes business charts and is a regular Top 100 podcast.

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**Mark McCulloch**  
**Founder & CEO, SUPERSONIC INC.**



**SUPERSONIC**  
MAKE YOUR BRAND BOOM

# 7. BONUS SECTION - Key Messaging and Amplification

by **SUPERSONIC INC.** & **STUDIO NOMAD**

This section is also available as a video masterclass (within Marketing Plan Video):  
<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# Key Messages

Use the messaging areas below to develop content that reassures, inspires and excites your customers in order to win them back.

- What you have done/are doing as a business to keep your staff, your customers and the community safe
- How you have treated your staff during this period
- How you helped the local community during this period
- Your people stories and what they are thinking, how they are helping customers and the community they serve
- Your business day to day from the inside - your story on how you are getting your business back to its best
- Championing your suppliers
- Showing the story of you returning to 'normal'
- Interesting posts about the new normal (the new way)

# Key Messages cont.

Again, use the messaging areas below to develop content that reassures, inspires and excites our customers in order to win them back.

- Your products (incl. allergen options and how you cater for all customers)
- Your offers
- Your events
- Your supply chain and provenance
- Any innovation / new news
- Competitions
- Record busy nights / takings / successes / celebrations / people having fun
- Filming and editing your opening nights and posting them
- Post testimonials (videos, images and text) and reviews from other customers on how great they think you are

# Key Messages cont.

1. **Be true to you. Authenticity is everything.** Be careful not to jump on bandwagons or follow trends that may not fit with your brand. Instead, be you. Be authentic and tell your story.
2. **Keep it simple.** The best brand communications come from a simple insight, for example 'we miss you' or 'we're here for you', 'we'll be back as soon as it's safe'. Don't over complicate things, instead be genuine and show empathy.
3. **Words paint a thousand pictures.** What you say, and how you say it can create emotional resonance with your audience. Speak from the heart. Keep it simple, with no jargon and don't sell. Instead, communicate.
4. **Be savvy to the situation.** How can you tap into the new normal of living and working from home? Cocktail kits, brunch boxes, BBQ packs, afternoon tea... Make it a thing, make lockdown more manageable, package it up, build a story around it and ship it.



## Key Messages cont.

5. **Be ready to go.** As things change and lockdown relaxes, make sure you're ready to go. Your customers are desperate for what you offer, but it can't be a crap version of it. How can you create an experience that is engaging, whilst keeping everyone safe?
6. **Communicate often.** Keep the narrative going, daily. Show us how hard you're working to adapt and bring your customers new products and experiences. Give a glimpse behind the scenes, let us in to your world.
7. **If you can, give back.** Free coffee for key workers, deliveries to elderly, food donations. Whatever you can do, do. We're all in this together.



**RETENTION 80%**

**CONTENT**

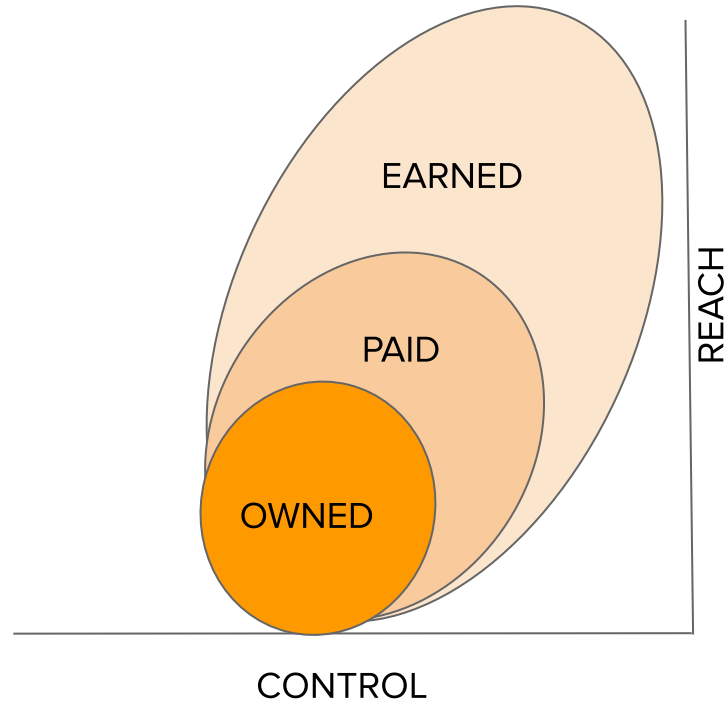
**ACQUISITION 20%**

Think of all the possible ways that you can make content for all channels in your media plan and focus 80% of your efforts on retention of your customers and 20% on acquisition of your customers. Then repeat again and again until that becomes business as usual. Your content is always feeding one or the other.

# How to get your message out there...

It is good to always think about Owned Channels, Paid Channels and Earned Channels when it comes to amplifying your content and campaigns.

Think about all of the ways you can get your message out to people through all of the channels you own (owned media), all the relevant paid media you can buy to get your message in front of your target consumers and also the earned media. All 3 together will get your message out to more people.







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**Founder & CEO, SUPERSONIC INC.**



Founder & Creative Director of Nomad, a brand agency built for today. Nomads by nature, we help our clients to Keep Moving Forward.

19 years experience creating world class brands across the globe for Premier League, Sky Sports, The FA, Super League, Deliveroo, Sky, Eurosport, Discovery, The Times, Cambridge University, Reading FC, Treatwell, Housing, King, Lexmark, WGSN, Oi Brazil, Blue Marine Foundation and Little Chef.

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# **Stuart Watson**

## **Co-Founder & Partner, Studio Nomad**

# 8. Media Planning

by **Smithfield**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# What is Media Planning?

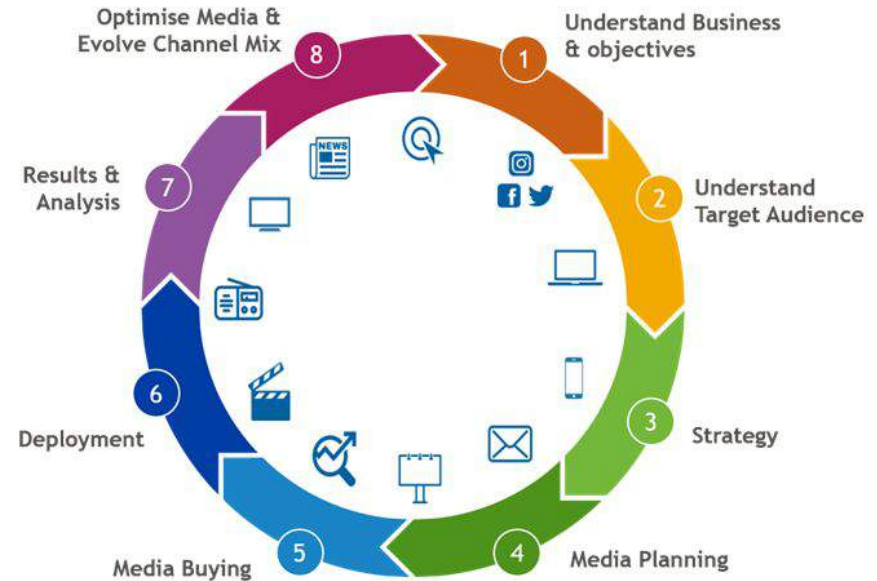
Media Planning is the process of analysing & selecting the optimal media channels for your target audience & business objectives.

# The Media Planning Process

Whilst the process may seem overwhelming, it's relatively straightforward.

Once we know the business objectives and target audience we can begin to develop a strategy to reach that audience and achieve those objectives. From our strategy we create a media plan, before buying the advertising space & deploying the activity.

The results can be analysed to understand the performance of the advertising & recommendations for future advertising.



# The Media Planning Toolkit

We have a number of planning tools we use in order to:

Understand the marketplace



Profile your current customers



And understand more about your Target Audience



# Media Planning for Your Audience

If you focus on who you are aiming at you can start to narrow down which media channels are most relevant.

What does your audience's media day look like?

Put yourselves in their shoes in think about how you fit in to it.



On their way to work, do they listen to the radio in the car? How about podcasts or Spotify?



Where do they do their shopping? Buy their lunch?



What does their journey home look like? School run? Gym?



In the evening, are they social butterflies? Or do they prefer relaxing in front of the TV? What is their TV programme of choice?

Understanding where your audience is, and when, can help shape your media plan to how you reach them most effectively.

# Media Planning for Your Location(s)

If you know your average drivetime of your customer to your location you begin to establish your local media plan.

Consider that those on your doorstep probably don't need reminding you're there as much as those further afield, say 15-20 minutes.

Overlay audience location and you will begin to see “hotspots” for where you should be running your media activity.





# Cost vs. Cover

When analysing media channels, look to work out your Cost-Per-Thousand, this provides a common currency to compare how many people you'll reach vs. how much it costs.

Whilst, for example, a press ad might only cost £600, if it only goes to 3,000 people that's a not an efficient way of buying press.

Media plans should look for a balance of more broader awareness channels which have reach (£), complemented with media channels that offer a deeper level of targeting (££).

Every media type has its individual strengths, and can be used in tactical ways to balance a well-crafted media plan.

# OOH - Out Of Home Advertising

- Great for launches & announcements, building trust and awareness
- You can cherry pick certain poster sites within proximity to your locations, your competitor locations and/or your audiences hotspots
  - They can even be directional towards your store
- Furthermore, Digital Out of Home can be used more tactically by swapping messaging in and out throughout the day
  - e.g lunch promotions 7am-1pm only
- Single sites can cost between £200 - £2,000 for two weeks

**OOH Top Tip:**  
A simple  
directional poster  
on the high street  
can increase  
footfall as much as  
20%


# Door to Door

- Provides a great way to get a detailed message in to the home of your target audience
- Using Royal Mail, your leaflet can be delivered with the post borrowing from their trust & authority
- Planning tools can identify where your audience are most likely to live and drop to those roads & streets, minimising wastage
- Redeemable coupons & vouchers are a great way of getting your potential customers in-store
- Deliver 10,000 leaflets for as little as £750

**D2D Top Tip:**  
Ensure your leaflet  
is looked at by  
including a price or  
discount on the  
front

# Radio

- Radio provides great broadcast coverage across a region
  - Station maps can identify if you can cover more than one location for more efficient media buying
- Radio can also include Spotify, great for a younger audience
- You can use radio tactically by upweighting certain day parts where your audience are more likely to be listening or you are more likely to be in their consideration process
- Depending on the station airtime can be as little as £500 for 4 weeks



Radio Top Tip:  
Radio works well  
with OOH,  
providing a  
similar effect to  
TV advertising

# Cinema

- Reaching an audience whilst they are in the right mindset, i.e. already indulging in leisure & social activities
- Cinema advertising can be bought a number of ways:
  - At a regional or proximity location level
  - By genre or specific films
- Most engaging advertising format
- Cinema advertising can cost as little as £500

**Cinema Top Tip:**  
You can further amplify  
your message &  
remind cinema goers  
about you as they  
leave by placing  
posters in the foyer

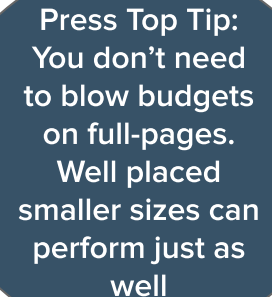
# TV

- TV advertising can now be bought more selectively than ever
- Use postcode/town & audience targeting within proximity to your locations
- TV gives you more time to tell your story
- TV can create emotional connections with customers to your business
- Run localised TV campaign from as little as £3k
- Sky have pledged £1m in advertising for SMEs:  
<https://www.adsmartfromsky.co.uk/sme100/>

TV Top Tip: Creative isn't always as expensive as you think. Consider any library footage you have already and/or animation and you'll make significant savings

# Press

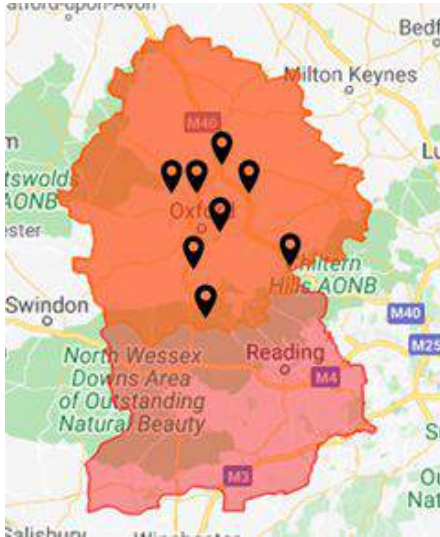
- From small local press titles to larger regional ones such as the Metro & Evening Standard
- Press builds trust
- Consider the distribution coverage vs your location(s) and your target audience
- Consider sections such as “dining out” & “what to do at the weekend”, contextual advertising will be better received
- Press can also take inserts, leaflets inside the paper, which work well for response and provide a tangible assets in the hands of your target audience.



Press Top Tip:  
You don't need  
to blow budgets  
on full-pages.  
Well placed  
smaller sizes can  
perform just as  
well

# Great Media Combinations

In our experience certain media types work well together. We are always looking for a mixture of broader awareness media complimented with more targeted mediums. For example:



- Using regional radio stations that perform well for the audience to provide broad cover & awareness in a cost efficient manner £4k
- Running alongside key OOH locations £5k
- Finally, using our average drivetime as a radius and selecting best performing postal districts for our target audience to drop leaflets incentivising them to come in to store £2k



# Great Media Combinations

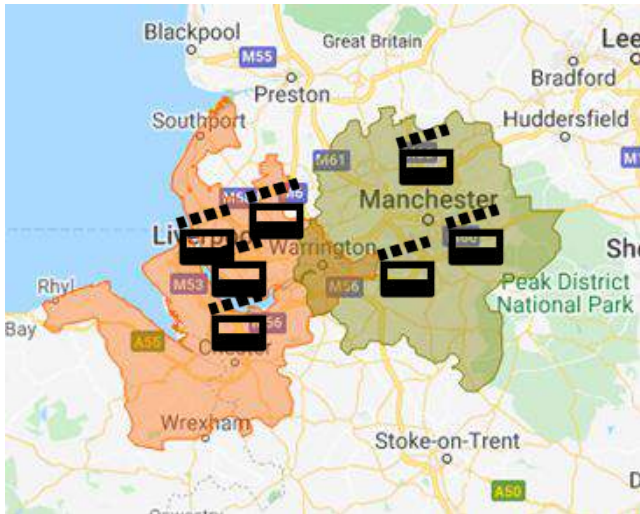
Another good example is a client wanting to target families for launch of a new leisure activities in the Southampton & Portsmouth area. The objective is to create a buzz for the new venues and drive footfall over half-term.



- Heart Hampshire – a top performing station for mums with kids, provides broad cover across the region at a low cost-per-thousand £4k
- Sky Adsmart allows us to map a drivetime of 30 minutes from each venue and show TV ads in the homes of those with children aged 4-14 in the household. £4k
- 📍 Digital Poster Sites in key locations take the TV ad to outside the home, helping generate a buzz and showcase the venue in a premium environment £3k

# Great Media Combinations

Our final example is a restaurant client whose target audience was split into three main segments: couples, families & students. Their objective was to increase footfall overall but in particular Mondays to Wednesdays when they were at their quietest. The solution was a North West test:



Cinema advertising on selected cinemas, within a 15 minute drivetime of any one of the venues, Mon-Wed only, offering discounts with the ticket stub. £5k



Spotify advertising for students (more likely not to have premium subscriptions) in the NW area, offering beer buckets & deals for friends. £2k



Out of home, in this instance bus sides, provides broadcast cover across the area and a strong presence on the high street when potential customers are out and about. £4k

# The Media Multiplier Effect

We'd always suggest a media plan that consists of a few different media channels. This produces what we call The Media Multiplier effect. In various formats (radio, leaflets, posters etc) your message has more chance of cutting through and engaging with your audience.

That said, we know budgets may be tight and media spends may be cautious and in this instance it's advisable to just do one thing well. The risk of spreading yourself too thinly may be that your message will lack weight and cut through, getting lost amongst the advertising "noise" for the consumer. Better to focus on the one channel and make an impact there.



# Smithfield

Planning for Performance

A media agency that thinks big to deliver more. When you want your business or brand to achieve more, grow more and mean more, then Smithfield is the agency for you.

We're fully independent, totally committed and 100% client-focused. Our goal is to help every business we work with grow and succeed, and we work hard to make that happen.

Through close collaboration with you and your team, we can deliver a service that gives your business the edge. We offer media planning, media buying, digital media, production and creative support.

Email: [adams@smithfieldagency.co.uk](mailto:adams@smithfieldagency.co.uk)

Website: [www.smithfieldagency.com](http://www.smithfieldagency.com)

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**Adam Shoefield**  
**Director, Smithfield Agency**

# 9. Local Marketing System

by **SUPERSONIC INC.**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# What is Local Marketing?

Local Marketing is often overlooked, forgotten, seen as too much effort or cheap and nasty. Not true. This could be the most effective marketing you do and you will mostly see instant results. This 5 ring Local Marketing system will help you drive business new and repeat business every single day.

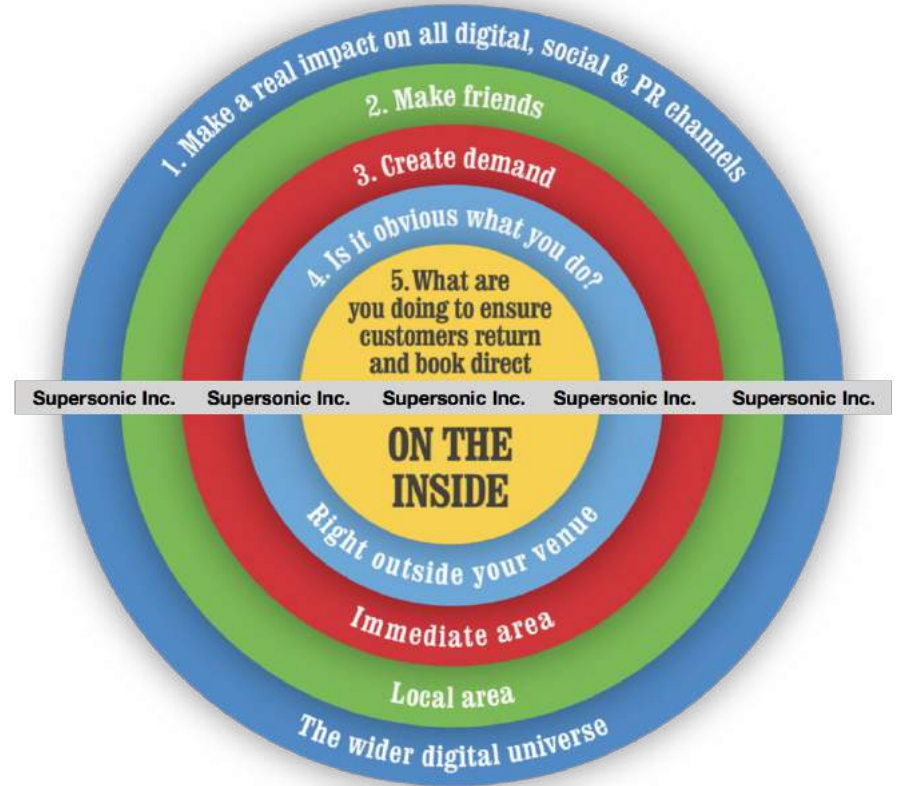
# Use the SUPERSONIC Local Marketing Rings model for 5 steps to success.

It has been used brilliantly by brands like Pret, YO! Sushi, Costa, Turtle Bay, Fuller's and many more. Don't worry, it is suitable for chains to independents and back again.

This is real street fighting marketing. The sharp end. Exciting.

# How they work

Above the grey line states what activity you should focus on and below the grey line states the distance that the ring activity relates to.



You can watch a video on how the rings works in full here: <https://youtu.be/v0TAC8x3e0A>



# Timings

As you are relaunching, I would recommend working from Ring 1 to Ring 5 in terms of order of activity.

RING 1 - 8 TO 4 WEEKS BEFORE  
Make some noise.

RING 2 - 4 WEEKS BEFORE  
Get out into the community safely and engage with people one by one.

RING 3 - 3 WEEKS BEFORE  
What advertising opportunities are there in the local area? Get creative.

RING 4 - 2 WEEKS BEFORE  
Make sure your exteriors clearly state what you do, what is on offer.

RING 5 - ONCE OPEN & ONGOING  
Ensure you keep up with the 3 visits is a habit activity, so that it becomes business as usual.

# Ring 1: How To 'Make An Impact On Digital, Social & PR'

Make some noise and go where your customer's attention really is.

# Ring 1

## Social media

Post at least 5 times a day about your people, venue, offer, story, insights into your daily life, products, local area, opening hours. The list is endless. If you can't or won't do this, find someone who will. Always using videos and images.

## All local Facebook groups

Join them ASAP and post content to them once every couple of days with news, competitions and special offers for that group - make them feel special.

## Direct messages

Direct message/phone 20 customers per day and just ask how they are doing and what you can do for them.

# Ring 1

## Surprise and delight top fans

Find out what your customers are into from their social media posts and from what you know about them. Then send your top 100 most loyal fans a surprise gift as a thank you. Just because.

## Trending topics

Always be curious about what is trending on social media. How can you be part of that?

## Facebook ads manager

Segment your audiences well and target them on Facebook and Instagram with the most relevant messages (never one ad fits all) 8-12 times over a week or so to nudge them into action. It does not need to cost the earth.

# Ring 1

## Facebook pixel

Install this on to your website to retarget customers who have visited with adverts. It is easy to do and will also mean that you can measure the success of your social media campaigns. Just search Facebook pixel on Google.

## Top of search

Make sure you search every day for your brand name, your competitors and also all keywords that could be linked to you brand. 'Buy beer in Brighton', 'Pubs in Brighton' etc. Get obsessed about being at the top of these searches. Seek the help of an SEO specialist if required but self learning on Google and YouTube is a great way to start off.

# Ring 1

## WhatsApp broadcast

Create a WhatsApp Broadcast group for 256 of your customers. You can broadcast to them via WhatsApp and they will not see each other's numbers or responses. You can use this as your VIP Loyalty Club and give them news, priority on orders / bookings / products and rewards.

You will need to collect their numbers, set it up and also ensure they have opted-in to marketing and that you have proof of this.

More information here: <https://faq.whatsapp.com/en/android/23130793/>

Do check the GDPR implications of this in advance.

# Ring 2: How To 'Make Friends'

Identify and visit, call and contact via email, social media posts/ads and direct message as many of the following as you can, giving them information on your business, what you do and an incentive if you can.

# Ring 2

## Making friends

Create a target map using Google Maps of the local area around 5km from your venue. Who do you wish to target?

- Residents
- Shop staff
- Libraries / Places of worship
- Music shops
- Fashion stores
- Local tourist boards / Councils
- Local small, medium & large businesses
- Supermarket staff
- Leisure facilities



# Ring 2

## Making more friends

Continue creating a target map using Google Maps of the local area around 5km from your venue adding these targets also.

- Universities, colleges, schools
- Hotels
- Taxi, bus and train drivers
- Local social & sports clubs
- Frontline and Key Workers
- Venues (Theatres / Cinemas / Music)
- Community groups
- Transport hubs
- Local Parks / Beaches
- Car Parks

# Ring 3: How To 'Create Demand'

If they won't come to you, you need to go to them with your message.

# Ring 3

## Local advertising opportunities

Do desktop research or work with a local (economical) media agency to identify local:

- Billboards
- Main vehicular advertising (roundabouts, flowerbeds, town clocks etc)
- Sampling and promotional street teams
- Street clean graffiti / Professional chalk
- Phone boxes
- Promotional / Branded up bikes
- Transport hubs (stations, taxi ranks etc)

# Ring 3

## Local advertising opportunities

Investigate any promotional opportunities at the following businesses (if open):

- Post offices
- Large retail parks
- Local shops
- Empty buildings near you
- Shopping centers
- Car Parks
- Venues (Theatres / cinemas / music)
- Leisure centers & facilities

Make sure you strike contra deals with all of the above to create two way promotions and sales.

***“Remember, love is the killer app!”***

Be as generous as you possibly can be with samples, free drinks when they visit etc.

Also - Don't scoff at Direct Mail. If it is stand out, it still works and is still affordable. Direct Mail works even better if it is something of value that you give the recipient that will live in their homes longer than a flyer.

# Ring 4: How To 'Make It Obvious What You Do'

Too many venues / brands try to be mysterious or cool or miss the point that people need to be able to see you. People need to have an idea of what it is you do. How can you make the stop and stare, share and shop?

# Ring 4

## Exterior signage

Make sure your signage is visible in all lights and weather conditions and also from all angles to which you would approach your venue. Push for permission or think creatively about how you can do this. Ensure your signage is well lit and also your blade sign says who you are.

## Windows

Make sure you use your windows well to communicate what is going on inside, what offers you have and make it appealing so people cannot just walk past. Talk about your best-selling products and think about you 'call to action' pieces - social handles, opening times, delivery/collection.

# Ring 4

## Selfie moments

Neon signs work well in the window and also provide a social media selfie / post opportunity. It can be related to what you do or a lifestyle / trending / topical phrase or message. Or install a branded and eye-catching hoarding / flower arch / beer installation around the site as soon as you can. Something fun and inventive to cheer people up.

## Create attention

Do something interactive and use audio, chalk drawings, light gobo projectors and/or air pumps / bubble machines to create attention. Link in with a social competition to encourage sharing.



# Ring 5: How To 'Get Customers Back'

Three times is a habit so your aim is to get customers who have visited you back three times in a short space of time so that you become their new habit that they can't quit.

# Ring 5

## Bounceback

Create a bounce back that will get customers back 3 times in 4 weeks. This is in venue, emailing, messaging on social and talking in person to those who have drank / dined with you (from your database and first few visits). Make sure you have told every single person multiple times across all channels. Do not assume they know or remember.

Strong incentives are required to come back 3 visits at a time, but please note all roads don't need to discount or free, but it can help. I would choose free / value add before money off / percentage off. You do not want to cheapen what you do.

# Ring 5

## Grand reopening

Host lots of soft openings for local movers and shakers, friends and families and influencers to build trade back up again.

When ready, have a grand opening week or two weeks with a generous offer - can you get it trending on social?

Get local press and magazines involved and local Twitter/social pages of influence. Can your suppliers add weight to this offer?

# Ring 5

## Catch commuters

Have lunch bags / offers exclusive for local workers. Target them en route to work and also through their email, social and place of work. LinkedIn and Facebook are great from this.

## Give back

Offer free food/discount for local PAs and frontline / key workers.



# SUPERSONIC

MAKE YOUR BRAND BOOM

Mark McCulloch is one of the leading Food, Drink and Hospitality brand and marketing minds in world. Mark has over 20 years Brand, Marketing, Digital and Social Media experience holding senior positions at lastminute.com, Barclaycard, YO! Sushi and Pret A Manger. Mark co-founded Brand and Marketing agency WE ARE Spectacular Ltd in 2012 and now runs Premium Brand and Marketing Strategy consultancy Supersonic Inc. based in London and Brighton helping C-Suite level Marketers and Executives amplify their business across multiple sectors. In 2018, Mark began podcasting and his Mark McC Supersonic Food Marketing Podcast has reached number 20 in the iTunes business charts and is a regular Top 100 podcast.

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**Mark McCulloch**  
**Founder & CEO, SUPERSONIC INC.**

# 10. Sales Re-Opening Plan: How can fewer bums on seats still be profitable?

by **Bums on Seats**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# What are Pre-Booked Sales?

**Pre-booked sales covers all customer advance bookings.**

Pre-booked sales enables you to take deposits and full payments up-front; forecast sales; up-sell packages and bolt-ons to increase spend per head; focus on larger groups and target new markets and deliver a far better customer experience and therefore drive customer loyalty and repeat bookings.

# 1. The Importance of Pre-booked

- Safety
- Control
- Pre-ordering
- Pre-payment & security deposits
- Turning tables
- Increased Spend Per Head
- Excellent customer service without the need for face to face interaction
- Repeat visits
- Relationships & loyalty
- Customer feedback.
- Building confidence and trust
- Putting customers first!



## 2. Audit: review your systems & processes

### Strategy

For the first 30 days, pre-book 100% of your permitted capacity. When restrictions start to lift, assign any additional capacity to walk-up trade.

### Sales targets

Reset targets accordingly and be sure to consider pre-ordering, up-selling and the number of packages sold, which are now more crucial than ever.

**AUDIT THESE AREAS:** (or ask Bums on Seats to do it): this can all be done prior to opening from the comfort of your home if needed):

FULL ONLINE CUSTOMER JOURNEY; BOOKING SYSTEM USAGE, EFFECTIVENESS & SET-UP

BOOKABLE SPACE OPTIMISATION

PRE-BOOKED REVENUE STREAMS & DEMOGRAPHICS, INCL. 3RD PARTIES AND PARTNERS

BACK OF HOUSE PROCESSES FOR ENQUIRIES AND BOOKINGS AND CRT (CUSTOMER RESPONSE TIME)

LOCAL MARKETING DATABASE: IS IT ORGANISED AND READY TO GO?

ONLINE REVIEWS AND BUSINESS REPUTATION; SOCIAL MEDIA CTA'S (CALL TO ACTION'S)

CURRENT RESERVATIONS / SALES STRUCTURE AND SALES KNOWLEDGE & EXPERIENCE

THE PRODUCT OFFERING; PACKAGES; SET-MENUS; UP-SELL OPPORTUNITIES; TERMS & CONDITIONS

SALES REPORTING & KPI'S: PEAK/OFF-PEAK; SPH; CANCELLATIONS & NO-SHOWS; COVERS & REVENUE

### 3. Pre-booked Process Action Plan

- **New packages & self service drink options are all live on the website** and with all your third parties and partners. Ensure consistent customer messaging around the benefits of pre-ordering and pre-paying and make it easy for them to do so!
- **Your booking system has been amended** to reflect the change in floor plan and capacities and any third parties you work with have been informed of the changes.
- **Table turning times will be critical** so ensure you are strict with the allowance per sitting, 1 hour for lunch, 1hr 30 mins for dinner, 2 hours for occasions.
- **Be more personal!** Write the new working sales week for your venue which includes calling your customers to re-confirm the booking and double check pre-orders. Make sure after peak trading periods you're contacting the guest within 48 hours for feedback and a repeat booking!

### 3. Pre-booked Process Action Plan (cont.)

- **Rewrite all of your email templates** to include messaging that will build customer confidence.
- **Getting the right booking system is now more important than ever!** You want customers to pre-order and pre-pay! Ensure payment can be taken online safely and securely.
- **CRT (customer response time) to all enquiries and customer queries has to be speedy!** You will need more than 1 person who is owning your pre-booked sales and continually monitoring enquiries from every online platform & telephone- do not let customers wait.
- **Implement a new deposit policy** that gives customers an 100% refund guarantee.
- **Ensure there is a 15 minute buffer** between turns to fully clean down tables.
- **Revise cancellation policies** and take a softer approach!

## 4. Sales Opportunities

- **Re-work existing individual products into easy to understand, pre-booked packages:** keep both the pricing and the package clear to the consumer.
- **Reconnect with past bookers via phone as well as email and take time to show empathy and compassion:** create a personal connection - people buy from people. Create exciting new offers to 're-launch' your venue.
- **Have profitable and easy to sell upsells/bolt-ons;** and wherever possible make it easy for the customer to order and pay for these online. Consistently review what is selling with weekly reports to track progress and amend wherever needed.
- **Capitalise on your local AirBnB market:** contact landlords to see if you can place promotional material in apartments or special offers for their guests. We think UK travel will be on the rise.

## 4. Sales Opportunities (cont.)

- **Incorporate virtual experiences into your space:** immersive companies now offer online experiences. Sell it into your packages for an all-rounded experience, especially for group bookings.
- **Start thinking about Christmas now:** create packages with this in mind for smaller groups, and use your existing data to contact previous bookers to explain your safety-conscious Christmas offerings. Bowl food not buffets!
- **Provide customers with as much visual information about the new layout of your venue as you can.** Invest in photoshoots, videography and ensure your Google Maps interior views are up to date.

## 4. Sales Opportunities (cont.)

- **Strategise around what you can offer customers who aren't in your venue: provide 'experience boxes'**; for example, a 'date night' box could include food, a cocktail making kit and even a little game.
- **Establish connections in the local area:** create a loyalty system for local workplaces, community groups and councils. Explore collaboration opportunities with other local businesses.

# 5. Private Hire, Functions & Events

## Corporate parties and networking events

- A focus on smaller numbers – no more merging of company departments to create larger corporate events or parties.
- A higher value being placed on hosting events, but their frequency more likely to reduce for the foreseeable future.
- Companies requiring events to be more ‘controlled’ and impactful, with proven value for money and a tangible return on investment.
- Companies likely to host “official” after-work drinks at the office rather than at their local bar or restaurant.
- Proof of due diligence around hygiene standards will be vital.
- More flexible cancellation terms for corporate bookers.

## Personal functions

- More value placed on friends and families getting together in their ‘local’; increase in SPH but with less frequent bookings.

# 5. Private Hire, Functions & Events (cont.)

## Weddings

- Generally longer lead, so these clients will be more confident about enquiring and putting a deposit down. Cancellation terms must be generous.
- A shift to more intimate weddings as couples err on the side of caution, particularly for shorter-lead bookings.

## Meetings & conferences

- The most affected side of the industry. Smaller training courses, meetings, and conferences moved online as part of the WFH culture.
- Budgets will be more constrained for venue-based meetings as online meetings grow in popularity.
- Bookings for large conferences are likely to be at close to standstill for some time.



## 6. Private Hire Opportunity

- **Review and adjust your offer:** and continue to keep it under review. Make sure it clearly addresses any health & safety concerns your guests may have.
- **Why should they buy?** Is the offer itself appealing and price sensitive in relation to the target market, taking into consideration the most current circumstances? Are you offering flexible payment and cancellation terms?
- **Balance profit with affordability:** consider ideas such as waiving or staggering hire fee refunds against target on-the-day spends so customers receive more value for money; turning your space over more frequently; offering appealing booking incentives such as a complimentary fizz reception that are of high value to the customer, but low cost to you.

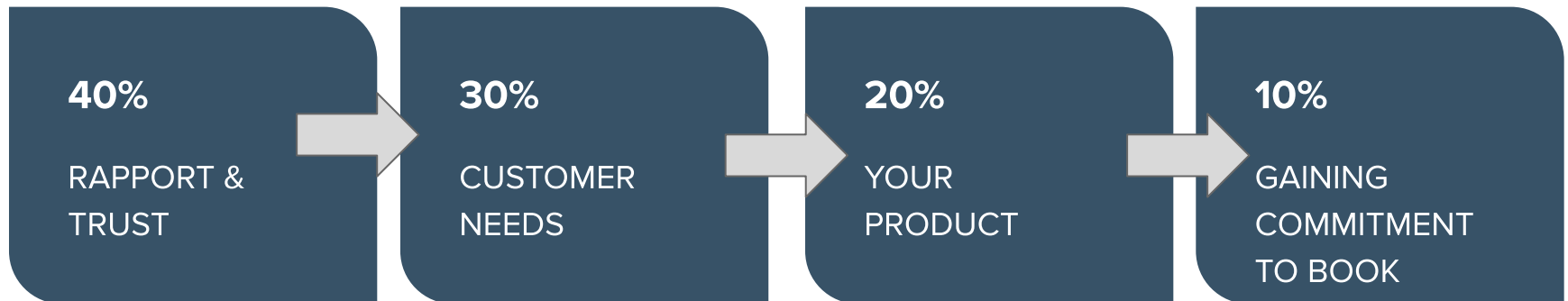
## 6. Private Hire Opportunity

- **Make the most of what you can host:** if capacity restrictions are in place for the foreseeable future, how can you make it work in your favour? Design a blueprint/table plan against this idea – no doubt it'll be one of the key questions you'll get asked first.
- **Market smart, not hard:** use your relationships and database wisely – only reach out when corporate offices are settled back in and you have a well-considered offer to launch to market.
- **Virtual venues:** could the venue deliver events by hosting some or all of the experience online? For example, can their brand and/or offer reach beyond the venue's four walls and into people's homes? Don't be afraid to think outside the box!
- **Plan ahead:** use all of the above to form the basis of a contingency plan in the event of lifted restrictions being reintroduced at a later stage. See your current situation as an opportunity to plan for when you do have a full Sales & Marketing team back in house. Start planning for reopening now.

## 7. Focus on The Relationship

Focusing on pre-booked sales enables you to focus on your customer relationships, which builds loyalty and in turn increases profit.

- Rapport is the ability to relate to others and develop a trusting and understanding relationship which is more crucial now than ever.
- Strong rapport built with a client is the key to a successful and positive outcome.
- Empathise with your customers individual situation, spend time to understand their 'rational needs' and 'emotional wants'.



## 8. Team Communication

- **Manage expectations:** everything being presented to the customer online/in pre-booked needs to be deliverable & transparent.
- Ensure Operations and Sales/Front of House have **a clear process for communicating in regards to group bookings;** you need run sheets, serving times, pre-orders and clear deposit systems.
- **Use Zoom/similar to hold weekly staff briefings** even if not everyone can be in the venue. All team members need to be involved.
- **Trial Slack (or similar):** it's revolutionised Bums on Seats - stop using WhatsApp where possible.
- **Re-evaluate your past team communication** processes and write an action that is relevant to the 'new world'.

## 8. Team Communication

- Communication from the Sales/ Front of House team to the Operations needs to be the mantra of '**Meeting, Greeting, Seating and Eating**': ensuring the customers are shown to tables immediately, served quickly and tables are turned efficiently.
- **Your takeout and dine-in experience will be judged in the same light:** establish ownership in-house of both sides of the business.
- **Create a manual for your site on how to take any booking of over 6 people from start to finish:** include initial communication, handing over to floor staff and delivery on the night.
- **Motivate your team to promote 'bounceback' offers to both dine-in and take-out customers:** create an initiative which rewards staff members who are active in promotion. Ensure the initiative is clearly communicated to all staff in-house.



Amber Staynings Founded Bums on Seats in January 2019.

Bums on Seats is the UK's largest outsource hospitality sales agency based in London and Manchester. They provide sales training, business auditing and specialist consultancy to Hospitality Operators UK wide.

Head to Bums YouTube Channel for Webinars & interviews with Amber:

<https://www.youtube.com/channel/UCz3oIBtAtSFSTrVlaFN1h1g>

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**Amber Staynings**  
**Founder, Bums on Seats**

# 11. Menu Optimisation In 10 Easy Steps

by **2Forks**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# What is Menu Optimisation?

Consider the menu optimisation process a health check for the most important sales document in your business.

By going through these steps, you will create a menu that:

- appeals to your customers
- helps guests have a better time in your establishment
- makes life easier for your teams
- boosts spend per head
- puts more cash per sale in your till



# Make your menu work harder

When restaurants are finally able to reopen, we're all going to want to make the most of every customer that comes through the door, right?

By taking some time to work on your menu in lockdown, you're making sure your number one 'salesman' is going to be ready for business on the other side.

And, if you take what we at [2Forks](#) like to describe as a 360° approach to menu optimisation, you'll not only ensure that your most important sales document is making you as much money as it possibly can. You're also helping people have a better time in your restaurant, making them more likely to return - and they'll tell their friends about you.

# 1: Talk to your customers

Past (and potential) guests are always going to be your most reliable route to areas for improvement.

We'd usually start a menu optimisation project with focus groups and/or dining room intercepts but, until you're able to see your customers in person, you're going to have to get your feedback remotely. So, to find out what people love (and hate) about your menu:

- Do some phone interviews
- Send out a survey
- Read your online reviews

# 1: Talk to your customers (cont.)

>> **When interviewing or surveying customers, ask:**

- What they like about your menu and why
- What they'd change about it if they could
- How they'd describe it to a friend

>> **When reading reviews, look out for:**

- Signs of disappointment (to identify dishes that either don't live up to their menu descriptions or simply aren't good enough)
- Comments about the style of service (to let you know if people understand the best way to order and whether your menu shows them how)

## 2: Talk to your teams

Back of house interviews can:

- Identify dishes to cut (because they're a pain to prepare), dishes to pair up (because they make sense to prep or send together) and dishes that need extra explanation to avoid disappointment (ie 'takes 20 minutes to make')

Front of house interviews can:

- Help you find 'WOW' dishes that leave guests positively surprised (probably because they're undersold on your current menu)
- Point you towards dishes with the most complaints and the frequently asked questions your menu should be answering (to free up FOH time)

### 3: Organise your sales data


Fill a spreadsheet with the following details from your most recent steady period of service (3, 6 or 12 months, depending on how deep you'd like to dive):

- Quantity sold of each menu item
- Money earned per sale of each item

**>> Note that it's important to focus on cash in the till (not GP %)**

## 4: Map out your playing field

Using averages from your spreadsheet, identify your:

- Winners (higher than average sales, higher than average cash profit per sale)
- Crowd Pleasers (higher than average sales, average/low cash profit)
- Potentials  (lower than average sales, higher than average cash profit)
- Losers (lower than average sales, lower than average cash profit)

>> **Get four different highlighters out and mark these up your menu**

Seeing where the four types of dishes are will help you visualise the ‘playing field’ you’re working with.

## 5: Kill your darlings

Your next job is to tackle your 'Losers'. If you can't bring the cash profit per sale up (and then figure out a way to sell more of the little buggers), these really have no place on your new, hard-working menu so the quickest way to deal with them is probably to cut them.

We know from 8+ years of experience that this strategy is likely to be met with some resistance (from your chef and from the handful of regulars that absolutely love one or more of the dishes) but it pays to be ruthless.

**>> Remember: off menu doesn't have to mean gone forever**

Work that specials board!

## 6: Nudge guests in the right direction

We're generous folk at [2Forks](#) but, as far as we know, we're the only copywriters in the business to have adapted really sophisticated persuasion techniques for use on restaurant menus, so we're not going to give away *all* of our secrets here. But we will give you four proven ways to drive desired customer behaviour on a menu:

### 1. Strategic ordering

Ever heard of the halo effect? By placing 'Potentials' (the dishes that make plenty of cash but don't sell as well as they could) next to 'Winners' and 'Crowd Pleasers' we've reliably been able to increase sales of the dishes we're trying to push time and time again (sometimes by as much as 48%!). Menu 'hotspots' (top right corner / the first slot in each section) can also be used strategically to drive sales.



# 6: Nudge guests in the right direction (cont.)

## 2. Social proof

Lending your name (and/or a word that indicates popularity) to a dish can really boost sales too. If your restaurant is called Harry's, try: 'Harry's Famous Burger' or 'Our Best-selling Burger'

## 3. Distraction / anchoring (AKA playing the pricing game)

A number of studies have indicated that restaurants can increase spend per head by dissociating their prices from monetary value (ie removing the £ sign to make the price look less like money).

We've also achieved great results by moving prices up close to individual dish descriptions, so they're scattered about instead of being in one straight line.

'Anchoring' involves placing an expensive dish in a prominent position to make other things look cheaper by comparison.

# 6: Nudge guests in the right direction (cont.)

## 4. Working the words

Language is perhaps the sharpest tool in your optimisation kit. We've spent years honing the craft of menu writing and can honestly say it's not something that can be taught overnight but we will share a few pointers:

- Use words your customers understand
- Choose clarity over cleverness every time
- Focus on descriptive words that bring smells, sights and flavours to life
- Put extra effort into titles of dishes and menu sections

## 7: Consider the format

The way your menu is designed can have a big impact on how it goes down with diners. But, thanks to Covid-19, it's not just good looks and user-friendliness that matter anymore.

You now need to take consumer fear around hygiene into account when deciding how to present your menu. So:

- Do you go wipe-clean and antibac between each use?
- Do you move to single-use placemat menus?
- Do you go old-school with blackboards?
- Or do you invest in an app-based menu that also allows guests to order and pay to minimise contact with front of house staff?

## 8: Keep coming back to UX

If your menu is easy to use, customers are going to have a better time in your restaurant. Simple.

So, when you're briefing your designer, make sure they keep 'flow' and navigation at the top of their minds. In short, ask them: how can our menu help people have the best possible experience with us?

Clear signposting makes all the difference - as can strategically placed pictures.

If you're not keen on using photos on the menu itself (many people associate these with 'budget' brands), take inspiration from the [@WahacaMenuPics](#) Instagram account we helped create for Tommi & co.

## 9: Get feedback

We'd usually never wrap an optimisation project before testing the new menu (either against a test site or against month / year-on-year results) but, as you're unlikely to have comparable data at your disposal even when you reopen, you're going to have to settle for interviews and/or surveys again.

As the whole point of this process is to make your menu more appealing to guests, it is important that you do try to get some kind of feedback from diners.

Don't worry too much about subjective things like colour preferences. Instead, focus on trying to establish if the menu is easy to use, if people understand how to order in the best way, and if the dishes themselves sound appealing.

## 10: Tweak and test - again and again

One of the things our clients tell us they like most about working with [2Forks](#) is that we're so open about how we work. Not only do we take people through each step of our 360° menu optimisation process, we make sure they understand how to do it themselves going forward.

**>> Because, once you get into tweaking and testing, it quickly becomes a geeky obsession you just can't get enough of 🤓**

We always recommend making at least one change with each menu update - and monitoring the results closely. You'll be amazed how big a difference the smallest tweak can make to your bottom line.



Annica and Anna have specialised exclusively in food and drink copywriting since 2014, helping the likes of Dishoom, Wahaca and Rosa's Thai connect with hungry consumers. Everything they write, whether it's email campaigns, menus or a TOV blueprint, is meticulously researched so it speaks to customers in a language they understand, and motivates them to buy from you. 2Forks are also the founders of The Food Marketing Club and The Feed.

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**Co-founder, 2Forks**

# 12. Public Relations

By **Fleet Street Communications**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>



# What is Public Relations?

Public Relations, or 'PR', is all about the way organisations communicate with the public, promote themselves, and build a positive reputation and public image.

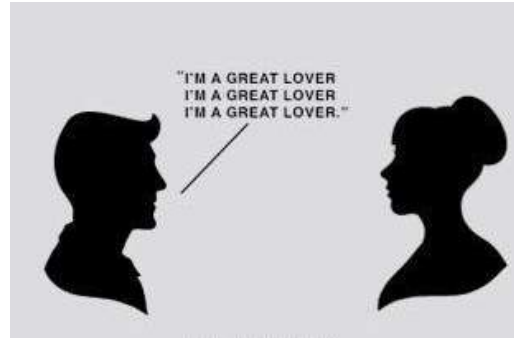
The way an organisation is represented in the media has a huge impact on how people perceive it. PR professionals try to influence the media to represent their organisation positively and communicate key messages.

Source: PRCA 2020

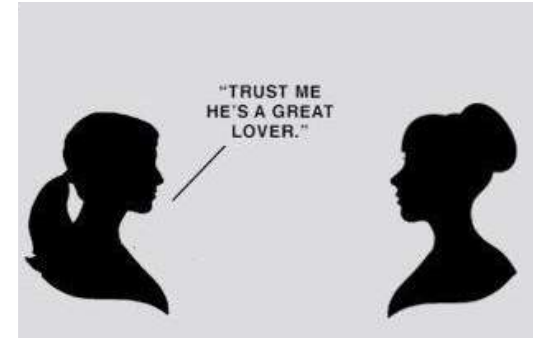
# PR is 'Earned Media'



Marketing



Advertising



PR

Unlike any other part of the marketing mix, PR and Communications can actually *earn* their way into people's lives.

PR helps your message work harder. It literally has to *earn* its way into traditional or social media, without payment.

# Earned media

*Can...*



- **Get people talking** about you and your products and adds 'fame'
- Show **relevance** to your audience and creates fame by tapping into **cultural** touchpoints
- Provide **credibility** through third party advocates
- Give a campaign **longevity** across different platforms
- Help **protect** against any risk to your reputation

- **Impose** what your brand stands for if there is no relevance to the public
- Make **unengaging** collateral exciting
- **Explain** complex and challenging information about your brand
- **Guarantee** results or a specific outcome
- Keep complete **control** over the messaging

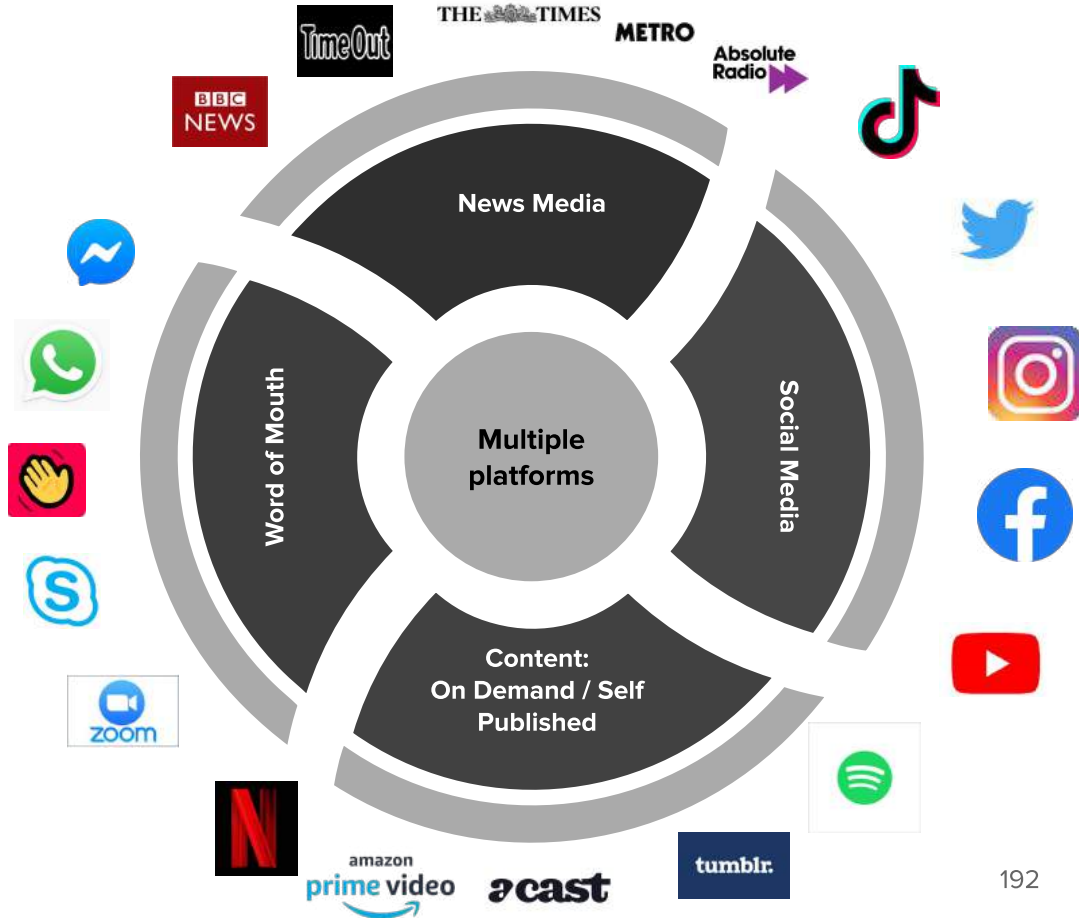


*Can't...*

# How is your audience consuming media?

Once you know who your audience are, it is important to understand how they are consuming media and where you can play in the earned media space. For example you can earn share of voice in the news media with a compelling story, this is not the case for on-demand outlets.

Ask yourself what titles your audience are consuming and what content are those titles focused on? What news stories do they cover? This will help you package and communicate your story in the best way with the most impactful supporting assets.



# Key elements to create an impactful earned media campaign

1. **What is the news story?** Cut through the noise and grab the audience's attention - from journalist to reader.
2. **Give your story further impact.** Compelling content can increase impact and drive further momentum.
3. **Who are your advocates / spokespeople?** Recruit a range of ambassadors to support your message and provide credibility.
4. **And finally, be prepared.** Put in the groundwork to prepare your business for future issues and even crisis.

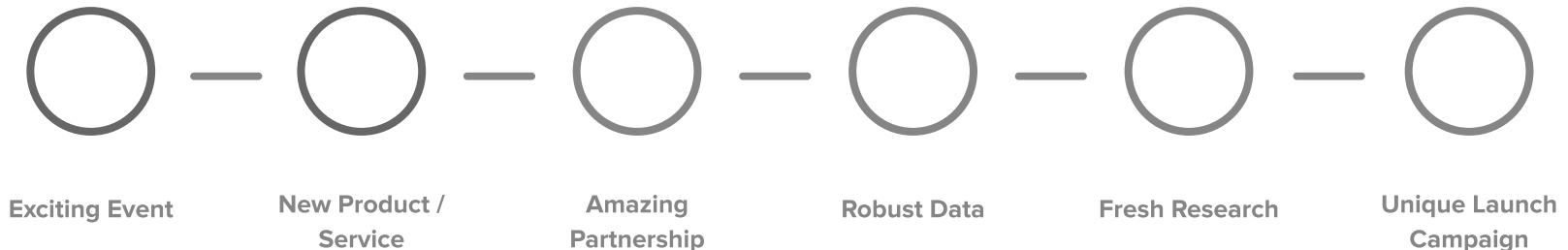
# What makes a story?

Achieve impact within the media and drive stories into the hearts and minds of your audience.

Think you have a story? Here are some questions to ask yourself...

- |                                     |  |
|-------------------------------------|--|
| <b>Is it a first? Is it unique?</b> | Not just for you but the region, the UK, the world?                  |
| <b>Is it hot right now?</b>         | Has the horse already bolted or are people still talking about this? |
| <b>Does anyone care?</b>            | We know you do, but be critical, does anyone else?                   |

Some of the key elements that grab a journalist's attention include:



# Stay front of mind...

...with a consistent flow of news throughout the year by blending trend announcements with creative, strategic campaigns.

Combine quick and easy trend led stories with national or global campaigns within your plan to achieve maximum impact.

## GO NOW

Stories that can be turned around within hours/days and are hot right now.

At least once every month



## GO BIG

Stories / campaigns that are newsworthy and last for a few months.

At least twice a year



## GO DOWN IN HISTORY

Campaigns / stories that make a national/global impact

Once a year



# Inspiration: Campaigns with purpose

There is some great inspiration out there, where brands have made impact with purpose. Here are some that we liked and that you may have heard of...



Birds Eye frozen billboard containing £700 to highlight food wastage and encourage people to freeze food.



NHS Give Blood Missing Type campaign rallied brands, organisations and influencers to remove A, O and B (the letters that make up the blood groups) from their websites, Twitter names and signage without explaining why.

WaterAid placed 800 buckets along the River Thames to spread awareness of the lives lost to dirty water and poor sanitation.



Long Live The Local leveraging celebrity endorsement with a photo call outside 10 Downing Street.





# But what can you do?

Here are a few tactical ideas to throw into the mix and get you thinking creatively...

**IDEA:** In addition to the NHS workers, celebrate the unsung heroes of the pandemic at your venue. *'Have a night on us.'*

**AMPLIFY:** Invite well-known local heroes, media, influencers to join the party. Capture the event and share with media.

**CONSIDER:** Make sure it's safe and communicate that message loud and clear.

**IDEA:** Host a self-distancing speed date night to help dating get back on its feet.

**AMPLIFY:** Make it quirky - red, yellow, green face masks to be worn as a twist to the traffic light system. Perhaps you could partner with a dating app to strengthen the message. Invite local single influencers to give it a whirl.

**CONSIDER:** Capturing the night with professional video and image content for your owned channels.

**IDEA:** Got a car park or outdoor space? Create a pop-up drive thru cinema for cars and bikes.

**AMPLIFY:** Host a preview night for media and influencers. Screen films that connect with seasonal moments i.e. 'Cocktail' on World Cocktail Day and connect your food and drink offering for extra impact.

**CONSIDER:** Partnering with brands to create an easy to deliver snack and pack to purchase on site to reduce contact.

# Content is *still* king

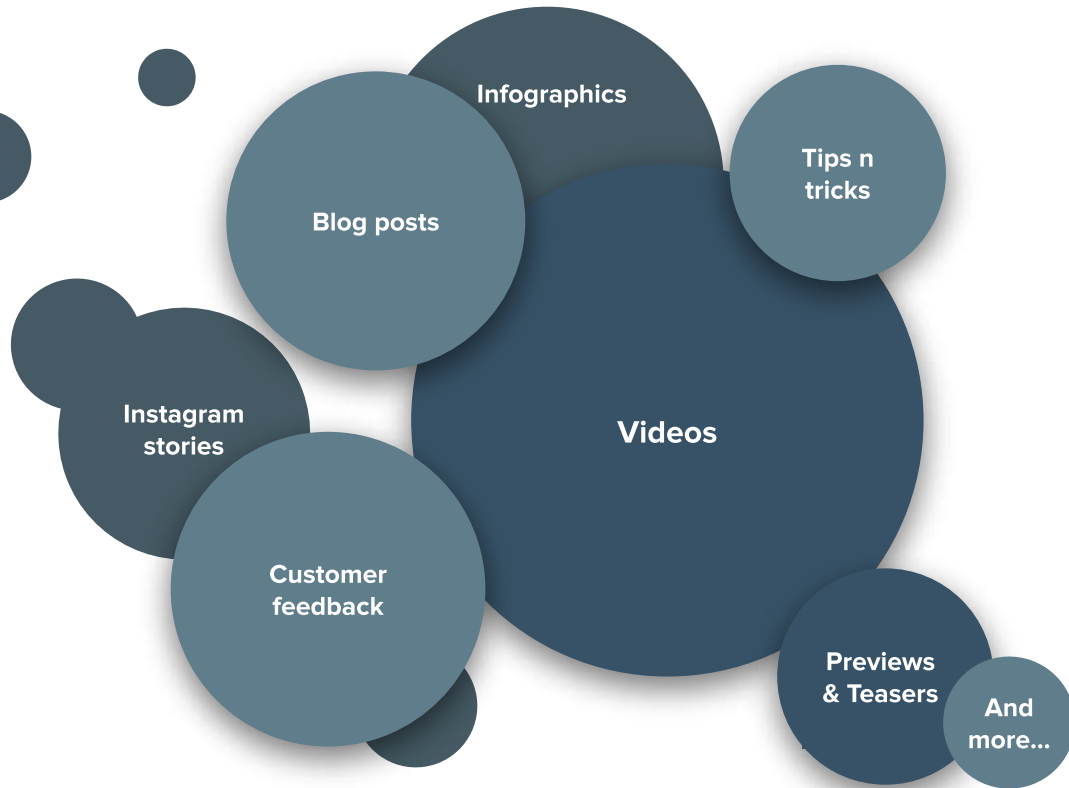
But for content to remain king, it has to be something that gives meaning and enjoyment to the people who hear, see, and feel it.

You don't have to be a big company to create great, impactful, content. It's a noisy marketplace so it's vital your strategy sets you apart from your competitors. Important to take the time to plan, create and get eyeballs on your content.

## Follow this process:

1. **GOALS**
2. **AUDIENCE**
3. **KEY MESSAGES**
4. **PLAN**
5. **CREATE**
6. **DISTRIBUTE**
7. **MONITOR**

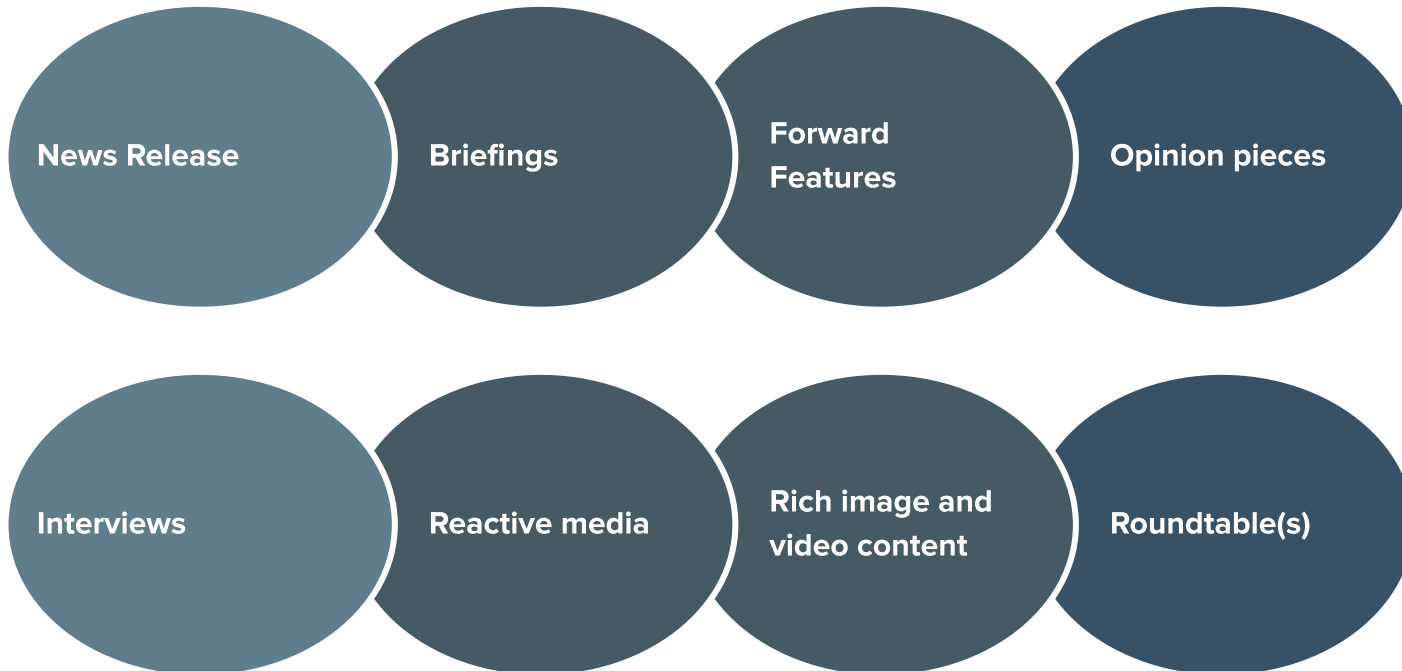
# What content might work for you?



Many brands overlook their most valuable grass-roots experts: their team. This might sound terrifying, but this kind of content helps build credibility, reinforces your culture and feels more relevant to your customers. A few quick tips:

1. Give employees the right tools and support
2. Make it easy for them
3. Set our clear guidelines and best practice
4. Have an approval process

In order to tell your story, what should be in your toolkit? There are various ways of engaging with media and communicating with your audience.



# Draft a Press Release in 10 easy steps

One of the key tools in your kit is the press release. But remember, journalists get up to 500 emails a day pitching them a story. Make sure your story stands out from the crowd for the right reasons.

1

## LOGO

Put your logo at the top of your word document

2

## DATE

Write the date at the top of the release

3

## HEADLINE

Keep to one line, it should be punchy and indicate the story content

4

## STORY

Sum up the story in the first paragraph – keep it succinct

5

## CONTENT

Communicate ‘who’, ‘what’ ‘when’ ‘where’ ‘why’ and ‘how’

6

## LENGTH

Keep your press release short and to-the-point – one page is ideal

7

## QUOTE

Include a quote without repeating what is the rest of the release – make it interesting and bold

8

## SPACING

Set line spacing at 1.5 and separate text into clear paragraphs – approx. 4-6

9

## CONTACT

Who is managing media enquiries? Put their contact details at the end

10

## ASSETS

Attach a high res photo (approx. 1MB). If you have other content – include a downloadable link

**The ‘so what’ test:** when creating any story, the main thing to ask yourself is, ‘SO WHAT?’. Both for the story you’ve created and for the copy you have used to express it. This helps you sense check the relevance and eventual impact a story will have.

# Make the most of your advocates

Build credibility by incorporating a range of advocates to support your campaign or story. This can be the voice that makes your audience listen. If your audience values what they have to say, this can benefit the reputation of your business. Top tip: Make sure the chosen advocates align with your brand and ‘make sense’ in the eyes of your audience.

## But, who are they?

- BRAND SPOKESPEOPLE
- EXPERTS
- STAKEHOLDERS
- INFLUENCERS
- TALENT
- CUSTOMERS

# Be prepared

Unfortunately, stuff does go wrong – even with the best planning in the world.

In the post Covid-19 world, emotions are heightened and the news cycle is fast paced and volatile. While this brings benefits for securing proactive coverage, it can also fuel crisis situations causing them to spiral out of control.

Crisis situations, when dealt with badly, can cause irreparable damage to a business' reputation - it's imperative that processes are put in place to prevent this. You need a plan.

## Three stages of a crisis:

1. **Pre-crisis**
2. **Crisis**
3. **Post-crisis**

# Pre-crisis

**An ounce of prevention is worth a pound of cure** - the best way to stop a crisis is to prevent it happening, run scenario planning to forecast potential challenges and put processes in place to stop them happening. Conduct a full risk audit and use it to drive operational thinking.

**Who's your A team?** - establish a crisis communication team, with a clear structure and reporting lines that kick into action when a crisis occurs. This ensures consistency of message.

**The voice** - understand who the best spokesperson, or spokespeople, are within your business and provide them with media training and support. Talking to camera and delivering key messages is not easy, it requires training and practice, particularly when conducting a live interview.

**PREPARE**

**PREPARE**

**PREPARE**



# Crisis

**Shit happens** - despite all of the scenario planning and risk audits, hospitality is a people business and stuff does sometimes go wrong. In the post Covid-19 world, which will likely involve new processes such as social distancing measures, the likelihood of this occurring is much greater - you can expect to see crisis situations unfolding across social and traditional media.

**Communication** - is absolutely key, it is crucial that every detail of the crisis situation is accurately reporting, warts and all, so that a clear picture of what has occurred is captured.

**Who are you going to call?** - when the proverbial hits the fan, don't be shy about calling a PR agency for guidance and support as the situation evolves - this is their bread and butter and where they really earn their money.

## What could go wrong?

1. **Social distancing issues**
2. **Customer falls ill**
3. **Team member falls ill**
4. **Slips and trips**
5. **Customer fight**

# Post-crisis

**Time for action** - Once the crisis has occurred and the facts gathered it is time for action.

**Holding statement** - a holding statement should be created as soon as possible, while the crisis team establish facts and next steps. A good holding statement will be a template that can be repurposed for use across a number of mediums, from email to broadcast.

**Take action** - once facts have been established, a statement of action needs to be crafted acknowledging what action has (and will) be taken to address the crisis and ensure it is prevented from recurring. Based on the situation, the decision will be taken on who is best to attribute the statement to and what the best medium is for delivering it.

**One glove doesn't fit all** - no crisis situations are the same, they all have their own nuances and uniqueness. As such, these principles are to be used as guidelines, but each situation will require independent thinking based on the specific circumstances presented.

## Top tips for holding statement

1. **Be time critical**
2. **Sensitive to people affected and concerns of the public**
3. **Just facts (as far as we know them): who, what, where, when**
4. **Use unsensational language**
5. **Include clear and credible points of contact**
6. **Don't give out unnecessary info**

***“If I was down to my last dollar,  
I’d spend it on public relations.”***

Bill Gates



Fleet Street  
Communications

Fleet Street Communications is an independent PR and communications agency with unrivalled understanding of the food, drink, hospitality, leisure and retailing sectors. As a team we're dynamic, forward thinking, creative and above all highly knowledgeable about our industry.

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# Fleet Street Communications Leadership Team

# 13. Digital Strategy

by **ME:MO MEDIA LTD.**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>

# What is Digital Marketing?

The scope for digital marketing is vast and can seem like an overwhelming task to tackle. Digital marketing is fundamental about utilising all online channels, partnerships and apps available to you, both organic and paid, to communicate your proposition to potential customers.

# Digital strategy

In the absence of being able to go out, **the public are increasingly turning to digital channels** as a means of both an **escape from reality** as well as to keep up to date with the **news**.

As such, building and maintaining a presence online across all potential customer touchpoints is now more important than ever before.

Although tackling the scope of the digital landscape can feel like a mammoth task, there are three priorities to keep front of mind;

- nurturing **existing customers**, keeping them updated and engaged
- finding and identifying **new, relevant customers** and;
- across both audiences, making the journey to **booking as simple as possible**.

# Take a breath

For all operators, business has changed and this downtime is a good opportunity to develop a refreshed future marketing strategy alongside looking at other business components that are sometimes neglected in the day to day of operations normally.

This is a key time to consider:

- Who your target audience is, does this match your actual audience? Has anything changed here?
- If your current and target audiences differ, how do you get from A to B?
- What are the key USPs of your business, and are they being communicated to your audience?
- What marketing channels are being used (if any) and to what effect? If you don't have any marketing activity running, now is a good time to consider how your target audience is most likely to learn about you and therefore which channels should be a priority for you.



# Digital tactics

There are many quick wins that can be achieved to build your online presence, without technical knowledge or skill. Your digital strategy should encompass:

**1.**

Building & using your  
database



**2.**

Connecting with third  
parties



**3.**

Building your online  
presence



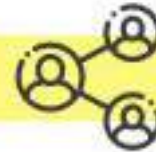
**4.**

Optimising your  
website for search



**5.**

Developing and  
running Google Ads



# Building & using your database

Your database is one of your most important assets and contains contact information of existing customers.

You should **consider your data sources**, and whether they are up to date. Sources may include; Wi-Fi sign-ups, booking platforms, website entries, direct email shares, and other third-party platforms. If you have a sizeable database you should **consider creating segments** to be able to better personalise your content.

Once your database is up to date and properly ordered, you need to **consider the different stories** you're going to push out, and when. Examples include; news, re-marketing to engage older contacts, review prompts, automated comms (such as birthday offers), and flash deals.

# Top tips

Your database is one of your most effective marketing tools, so it's important to make every piece of communication count. For each newsletter, consider:

- Is your **subject line** engaging, emotive or actionable?
- Does the layout work on **mobile, desktop and tablet?**
- Are you delivery the **right content** to the **right audience?**
- Could you **split test** elements to improve future engagement? e.g. subject line, delivery time, added value offers vs discounts
- Is every penny being spent wisely? The larger your database, the higher the cost - **clean your database** and remove contacts that are no longer valuable such as those who consistently do not open your newsletters.

# Third party partnerships

Connecting with third parties is a **great way to reach an extended audience** and to gain third party trusted endorsement for your brand.

Opportunities to consider include but are not limited to:

- Concierge services
- Loyalty apps
- Listings sites

**Consider carefully what value each partner will bring**, is it general awareness with your target audience or direct sales? From here, you can decide whether you want a straightforward listing or to offer a bigger investment such as a discount or value add for your partners' audience to enjoy.

# Listings

Much in the way you wouldn't ignore a customer complaint of compliment in your restaurant, you must take care of your customers online.

**Audit your current listings:** Ensure your existing listings are up to date and, crucially, reviews are being replied to with each response personalised.

**Seek out new platforms:** As with everything, consider who your audience might be and ensure you're present in the places they might find you. There are around 30 key listings sites to consider.

## Audit checklist

1. **Update opening times**
2. **Share business news and updates**
3. **Include a note on safety precautions**
4. **Use booking/service links**
5. **Update contact details**

*This checklist should be worked through once per month*

# Optimising your website for search

## Clear calls to action

Make taking action on your website as easy as possible. Consider pop-up banners, headers, or call out boxes that direct customers to your new proposition.

## Considered keywords

With the world in lockdown and social distancing in place, search terms will evolve and are likely to become more location specific; 'Lunch Collection W6'.

## Backlinks

Contact specific editorial that relates to your keywords and seek inclusion, the more links you can create to your restaurant from high-authority sites, the better.

## Meta data

Each page of your website has a title and description that Google uses to index your site. Ensure all pages and images have titles and descriptions using your top keywords.

# Google Ads

Although marketing budgets are tight, now is a great time to consider investing in Google Ads, also known as Pay Per Click (PPC).

Google Ads can be a very effective tool for **highly targeted and precise campaigns** and, if implemented correctly, can provide a very tangible ROI.

Google Ads, much like Facebook advertising, can target very precise audiences and can also be set to run during specific times of the day or days of the week. If proper tracking is set up, you'll be able to see the full end to end journey of how much money in the till each ad has generated.

# 14. Social Strategy

by **ME:MO MEDIA LTD.**

This section is also available as a video masterclass:

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>



# Create a compelling social strategy

- **Research the different platforms**, to find which are most relevant for your business - for many it'll be Instagram but Facebook, Twitter, LinkedIn, and even SnapChat, TikTok, YouTube, WeChat, and Line should be considered.
- Once you've identified which platforms are for you, **consider your content plans**. This needs to be bespoke and optimised to each platform.
- **Don't commit to too much**. It's important to keep active on social and post consistently, it's better to manage one platform well than three badly!
- **Consider targeted paid activity** to reach a new audience. Social can be a really tangible body of work, providing you with precise financial results where tracking is set up correctly.
- **Work with influencers and customers**, leveraging content they post about you to reach an expanded audience and provide third party endorsement.

# Social content inspiration

## Run a giveaway for your followers

A simple metric encouraging your audience to tag their friends and family for a chance to win. Tapping into your customers community allows you to easily reach like-minded people.

## Countdown to reopening

Create a campaign around reopening and build momentum online. Use features like the Instagram countdown sticker that adds events from Instagram directly to calendars.

## Share recipes, tips & host cook-a-longs

Recipes and interactive events are a great way to encourage social sharing. Instagram's multiple poll and question features allow you to start conversation and gather feedback.

## Join community Facebook groups

Facebook now allows brands to join community groups. Be active and honest in relevant groups without a hard sell - in coming months community will be more important than ever!

# Paid social

Paid social can be deployed to support objectives, from the broadest of brand awareness jobs through to the most granular marketing objective. Used tactically it is an ideal way to nurture and grow a customer base.

- **Create custom audiences:** The most important rule of paid social marketing is to understand your audience data. Create custom audiences using the inbuilt Facebook analytics tools, by uploading your own database and creating 'look-a-like' audiences.
- **Optimise content for each channel:** Adjust your ad design and copy for each placement. For example, a Facebook newsfeed post will accommodate a larger amount of copy and longer videos than an Instagram story. Once your ad is live check-in regularly to ensure performance is as you expect.
- **Track your campaigns:** Add a Facebook pixel to your website to collect data for retargeting and future campaigns, and to see the impact of your ad within the back end of your website.

# Working with influencers

Working with influencers can be a great way to amplify your message, reach new audiences and gain third party trusted endorsement. Although, proceed with caution to ensure you're getting value for money.

**Understand your audience:** Engaging the right social media influencers can be a great way to reach new and relevant audience as part of your wider PR strategy.

**Choose wisely:** Research who you intend to work with beyond follower numbers. Do they share your values? Do they work with competitor brands? How authentic vs commercial is their content?

**Make your expectations clear:** When offering free goods to an influencer in exchange for promotion, be clear about your expectations although note that nothing is guaranteed.

**Assess the value:** Although likes and comments are an indication of reach, look beyond vanity metrics and assess the true value of influencer activity through tracking links, web traffic and crucially sales.



**Nat Coombs**  
**MD, ME:MO MEDIA LTD**

# MEMO

Me:Mo is a communications agency based in London that specialises in social media management, digital marketing, press & influencer marketing for lifestyle brands, particularly those in the hospitality sector. It works with some of the leading restaurant and hotel groups in the UK.

The agency also features a content production arm, Me:Mo TV (<http://www.memo-tv.com>) that makes audio & video primarily for digital platform.

Me:Mo, founded by broadcaster & journalist Nat Coombs, has an experienced senior management team including Hannah Clark (Social), Lottie Hunter (Press), Harry Holgate (Digital) & Marc Reeks (Production).

Website: <http://www.wearememo.com>

Email: [rosie@wearememo.com](mailto:rosie@wearememo.com) & [hannah@wearememo.com](mailto:hannah@wearememo.com)



[@we.are.memo](https://www.instagram.com/we.are.memo)



[@we\\_are\\_memo](https://twitter.com/we_are_memo)

# Suggested Timelines & Budgets

# Suggested timeline for 100 days

WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14
RESEARCH, REVIEWS, DATA	█	█												
BRAND DNA, TOV, VISUAL ID			█	█										
MARKETING PLAN, MESSAGING, MEDIA PLAN					█	█								
LOCAL MARKETING, DRIVING SALES							█	█	█	█	█	█	█	█
MENU OPTIMISATION			█	█	█	█								
PR							█	█	█	█	█	█	█	█
DIGITAL							█	█	█	█	█	█	█	█
SOCIAL							█	█	█	█	█	█	█	█

# Budgets (always a tricky subject)

Budgets are usually tight and a bone of contention nevermind when you are coming out of a lockdown. However, we would recommend spending 8-10% per year of your usual total turnover on marketing (when you can). That said, we would recommend for the time being doing the simpler, less costly things first and using your team to get the message out there organically to drive initial sales.

Use this downtime as uptime to get your brand as ready as possible, building strong strategic foundations to springboard from using all of the information from the playbook. Do the work under your own steam for now if budgets are tough, do the research, get your brand in better shape than it was (you can always improve), milk the most out of your owned channels (venues, email, digital, social), use PR to get your name out there and use the local marketing rings and media buying to amplify your communications and drive immediate sales.



**Don't forget...**

# Join our 100 Day Playbook Facebook Group

We have set up a Facebook Group for you to post any questions and also share how you are getting on with your relaunch with others in the hospitality community.

We hope this can be a place for inspiration, problem solving and keeping your spirits high as we all work together to navigate our way back to 'normal'.

Each week we'll be focusing on different chapters from the Playbook and giving you a chance to put your burning questions to our experts. We'll be sharing some top tips and setting challenges to keep us all motivated as the weeks progress, as well celebrating our wins... no matter how big or small.



[www.facebook.com/groups/100dayplaybook/](https://www.facebook.com/groups/100dayplaybook/)

## Supporting videos

Most of the sections within this playbook are available as short form videos with the author of the section walking you through slide by slide and adding as much colour and extra information as possible.

The video playlist is [here](#).

<https://www.youtube.com/playlist?list=PLHZKPYVKy7kX8YSGQZy6oPYPMHcY33JsA>



# Helpful materials

	MATERIAL	WHO?	LINK
1	Video 1: How to target the most influential people on Instagram in your area. Watch from 2 minutes in. (apologies for some swearing in the video).	By Gary Vaynerchuk	<a href="https://www.youtube.com/watch?v=CJQyg6h7ww0">https://www.youtube.com/watch?v=CJQyg6h7ww0</a> Cut and paste this link into your web browser if you are viewing in pdf
2	Video 2: Why you should and how to get a customer back 3 times. It is a restaurant example but you can all to pubs too. Watch from the start (apologies again for some swearing in the video).	by Gary Vaynerchuk & Jon Taffer	<a href="https://www.youtube.com/watch?v=CJQyg6h7ww0">https://www.youtube.com/watch?v=CJQyg6h7ww0</a> Cut and paste this link into your web browser if you are viewing in pdf
3	Pub And Restaurant Rebirth Video Series (27 Videos On Brands Marketing, Digital, Social And PR)	by Mark McCulloch & Experts	<a href="https://www.youtube.com/playlist?list=PLHZKPYVKy7kXb956OuBSaj80Q9tWklyZ0">https://www.youtube.com/playlist?list=PLHZKPYVKy7kXb956OuBSaj80Q9tWklyZ0</a> Cut and paste this link into your web browser if you are viewing in pdf
4	Book On How To Define Your Brand	by Robert Bean	<a href="https://www.amazon.co.uk/Winning-Your-Own-Way-Brandin-g/dp/1852526270">https://www.amazon.co.uk/Winning-Your-Own-Way-Brandin-g/dp/1852526270</a>
5	Social Media Content Playbook	by Gary Vaynerchuk	<a href="https://www.garyvaynerchuk.com/the-garyvee-content-strategy-how-to-grow-and-distribute-your-brands-social-media-content/">https://www.garyvaynerchuk.com/the-garyvee-content-strategy-how-to-grow-and-distribute-your-brands-social-media-content/</a>
6	How To Post 64 Pieces Of Content In 1 Day	by Gary Vaynerchuk	<a href="https://www.garyvaynerchuk.com/how-to-create-64-pieces-of-content-in-a-day">https://www.garyvaynerchuk.com/how-to-create-64-pieces-of-content-in-a-day</a>
7	Supersonic Marketing Podcast	by Mark McCulloch	<a href="https://listen.to/Supersonic">https://listen.to/Supersonic</a>
8	Facebook Advertising Possibilities Infographic	by Wordstream	<a href="https://www.wordstream.com/blog/ws/2016/06/27/facebook-ad-targeting-options-infographic">https://www.wordstream.com/blog/ws/2016/06/27/facebook-ad-targeting-options-infographic</a>

# Donations to our chosen charity

This 100 Day Playbook is free for hospitality operators, however we would ask that in return for this 200+ page guide that you donate to our chosen charity Hospitality Action (suggested donation is £50+ for individuals and £250+ for companies or whatever you feel is fair and affordable). You can donate here and please make a note in the reason for donation box of '100 Day Playbook' so we can track how much we all helped raise together.

**DONATE NOW HERE:**

**[www.hospitalityaction.org.uk/donate/](http://www.hospitalityaction.org.uk/donate/)**



**Still Hungry For  
More?**

# Get in touch with the experts from 'The Playbook'

<b>2Forks</b>	<b>Annica Wainwright</b>	<a href="mailto:annica@2forks.co.uk"><u>annica@2forks.co.uk</u></a>	<a href="http://www.2forks.co.uk"><u>www.2forks.co.uk</u></a>
<b>Bums on Seats</b>	<b>Amber Staynings</b>	<a href="mailto:amber@bumsonseats.org"><u>amber@bumsonseats.org</u></a>	<a href="http://www.bumsonseats.org"><u>www.bumsonseats.org</u></a>
<b>DataHawks</b>	<b>Vic Searl</b>	<a href="mailto:vic@victoriasearl.com"><u>vic@victoriasearl.com</u></a>	<a href="http://www.wearedatahawks.com"><u>www.wearedatahawks.com</u></a>
<b>KAM Media</b>	<b>Katy Moses</b>	<a href="mailto:katy@kam-media.co.uk"><u>katy@kam-media.co.uk</u></a>	<a href="http://www.kam-media.co.uk"><u>www.kam-media.co.uk</u></a>
<b>Feed It Back</b>	<b>Carlo and Julia Platia</b>	<a href="mailto:carlo@feeditback.com"><u>carlo@feeditback.com</u></a> / <a href="mailto:julia@feeditback.com"><u>julia@feeditback.com</u></a>	<a href="http://www.feeditback.com"><u>www.feeditback.com</u></a>
<b>Fleet Street Communications</b>	<b>Mark Stretton</b>	<a href="mailto:mark@fsc.uk.com"><u>mark@fsc.uk.com</u></a>	<a href="http://www.fsc.uk.com"><u>www.fsc.uk.com</u></a>
<b>ME:MO Media Ltd.</b>	<b>Nat Coombs</b>	<a href="mailto:nat@wearememo.com"><u>nat@wearememo.com</u></a>	<a href="http://www.wearememo.com"><u>www.wearememo.com</u></a>
<b>Smithfield Agency</b>	<b>Adam Shoefield</b>	<a href="mailto:adams@smithfieldagency.co.uk"><u>adams@smithfieldagency.co.uk</u></a>	<a href="http://www.smithfieldagency.com"><u>www.smithfieldagency.com</u></a>
<b>Supersonic INC.</b>	<b>Mark McCulloch</b>	<a href="mailto:mark@supersonic.marketing"><u>mark@supersonic.marketing</u></a>	<a href="http://www.supersonic.marketing"><u>www.supersonic.marketing</u></a>
<b>Studio Nomad</b>	<b>Stuart Watson</b>	<a href="mailto:stuart@nomadstudio.com"><u>stuart@nomadstudio.com</u></a>	<a href="http://www.nomadstudio.com"><u>www.nomadstudio.com</u></a>
<b>Wireless Social</b>	<b>Julian Ross</b>	<a href="mailto:jross@wireless-social.com"><u>jross@wireless-social.com</u></a>	<a href="http://www.wireless-social.com"><u>www.wireless-social.com</u></a>

# THANK YOU!

A huge thank you from all of us for doing what you do. We hope that this playbook gives your business real value and will help you get back on track.

We love the industry we support and hopefully this goes some way in showing that.

If you have not already donated to Hospitality Action in exchange for downloading this document, then please do. We have a £5000 target to try and achieve for them to help make people's lives better in the hospitality industry.

You can donate now here: [www.hospitalityaction.org.uk/donate/](http://www.hospitalityaction.org.uk/donate/)

Please do share the link to download our document as far and wide as we want every hospitality business in the world to have this playbook worth £100ks free of charge.

Share this link with everyone that you think it can help: [www.100dayplaybook.com](http://www.100dayplaybook.com)



**IF YOU HAVE ANY QUESTIONS,  
PLEASE DO VISIT OUR FACEBOOK GROUP  
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[100dayplaybook@gmail.com](mailto:100dayplaybook@gmail.com)**

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