



Adapt to the "New Normal"

**Surf Lodge Practical Advice &
Guide**





We don't know what will happen, but we need to be prepared, like when you want to go surfing:

 Check out the forecast and choose a spot.

 Choose the surfboard.

 Prepare wetsuit, leash, wax.

 Car, van, bike...

 and go catch some waves!

That's your **strategy**.

Now, more than ever, your property needs a strategy. You have to analyse well, reorientate, reinvent, choose what to do, paddle, breathe, duck dive, and surf the best that you can, and if you don't catch the wave, then you paddle again.

We will give you some keys that will help you to reformulate your strategy in order to adapt to the "new normal" which is coming, with the main objective being to improve the experience of our guests.

We hope that this will be useful for you,
Let's go!



Strategic keys for adapting to the "New Normal"



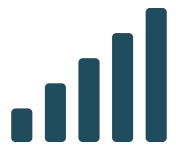
- Safety:
 - Health
 - Hygiene



- Infrastructure:
 - Catering
 - New elements



- Operations



- Sales & Marketing:
 - Image
 - Sales-prices and conditions



- New technologies



- Human Capital



- Surf School





Safety and Hygiene

Our hygiene and social relation **habits** are going to **change**, as are those of your clients. We are going to **demand** extreme hygiene and cleaning methods, we will look for **safety and trust**, and we will stay where we know that their expectations are as demanding as ours.

Safety:

- 🇨🇭 Prepare your property (rooms and common areas), as much as possible with elements and use of approved disinfectants:
 - Hydroalcoholic gels.
 - Masks.
 - Gloves.
 - Thermometers.
 - Ambient temperature regulation.
 - Regular ventilation of closed spaces.

- 🇨🇭 In addition to applying the corresponding regulations regarding distances in common spaces, consider whether you could increase and maintain them over time.

- 🇨🇭 Confirm temperature checks of your team via records, bracelets, etc.

Health:

- 🇨🇭 Guarantee care and attention for your clients:
 - Arrange a time for a professional doctor visit for possible consultations or doubts.
 - Offer the possibility of an online psychological consultation, in collaboration with local professionals.
 - Create programs with sessions, activities or workshops for anxiety and stress control, meditation, mindfulness, etc.

- 🇨🇭 Offer coverage/ease in transport, medical assistance, hospitalisation and sanitary repatriation.

- 🇨🇭 Guarantee access to, and reception of medicine via agreements with local chemists.





Safety and Hygiene

Hygiene, cleaning and disinfection:

- ✿ Organise an extreme and thorough cleaning and disinfection before opening: rooms, curtains, rugs, mattresses, furniture, etc.
- ✿ Introduce new elements and products which ensure hygiene and cleaning:
 - Ozone.
 - Germicidal ultraviolet lamps.
 - Quaternary ammonium.
 - Oxygen in the laundry.
- ✿ Check your supplier's certification and follow the recommendations and instructions in detail.
- ✿ Revise your cleaning procedures, optimise and reorganise:
 - Inform and/or train your team about the new, strict safety and hygiene measures.
 - Establish new meeting regulations: don't shake hands, nor hug and/or kiss clients or colleagues when meeting.
 - Increase the frequency of cleaning and disinfecting common areas.
 - Increase the frequency of opening and ventilating closed spaces.
 - Increase controls and registry collection of cleaning and disinfecting.
- ✿ Remove rugs, plaids and unnecessary decorative elements.





Infrastructure

Adapt spaces, restructure, and make your guests feel safe and comfortable.

Spaces:

- ☛ Restructure and adapt, but you don't need to make the modifications permanent (not all of them).
- ☛ Reduce the capacity to the permitted level and lengthen this reduction for as long as you can.
- ☛ Reorganise your shared rooms:
 - Make them double rooms.
 - Install separation panels and reduce the capacity.
 - Individualise: shelves, hangers, drawers, and other elements and accessories.
- ☛ Reorganise bathrooms and/or their use, for example:
 - Assign one bathroom per room (if you can), or establish hours of use per room to ensure cleaning and disinfection between clients.
 - Assign one of the bathrooms for uninterrupted use, cleaning and disinfection during the day.
- ☛ Reorganise furniture in common areas, respecting the established safety distances, and eliminating objects of decoration if necessary.
- ☛ Increase breakfast and other meal hours.
- ☛ Incorporate methacrylates and screens if applicable and possible in some of your spaces.





Infrastructure

Actions:

- ☛ Introduce new elements and dynamics:
 - Provide forms of electronic payment (Paypal, Stripe, Bizum, Twyp, etc.....).
 - Substitute reusable materials for disposable biodegradables (water bottles/juice boxes, trays, plates, etc).
 - Cover or package remote controls with plastic or self adhesive biodegradable bags (TV, A/C, automated panel controls, etc).
 - Provide information about your hotel and services, in new ways that avoid touch contact, for example:
 - Digitalise information and send it to your clients.
 - Substitute leaflets, guides and menus, for recyclable paper, which will be changed for each new client.
 - Assign and rotate rooms with the intention of leaving them free for as long as possible until the next guests.
 - Eliminate the buffet, opt for packaging individual portions to be collected, room service with gastronorm hoods, and menu served at the table.













Operation

Revise the most important aspects related to the operation and expenses of your hotel. Well analysed, they will help you to commence the new stage in a much more efficient and well adapted manner.

Suppliers:

-  Revise basic service bills (electricity, water, telephone–internet), costs and efficiency.
 - Compare and request new offers from other companies.
-  Revise agreements with suppliers (fruit, vegetables, laundry, cleaning, etc) and payment methods.
 - Negotiate new conditions and payment forms, adapted to the new circumstances.

Operation:

-  Renegotiate payment conditions for mortgages and rents.
-  Analyse your mid to long term cash flow requirements, the next months will be very variable and impossible to predict. Foresee and anticipate to meet your liquidity needs and make key decisions so that your business can survive: request aid, loans, open, postpone the opening date, etc.
-  Completely revise the “operation” of your hotel:
 - Light sensors
 - A/C and heating, etc.
-  Revise areas and elements in your property which require maintenance:
 - Door and window seals
 - Bathrooms (taps, possible water loss), etc.
 - Kitchen
-  Replace where possible lighting and high–consumption appliances for those with energy certification.
-  Check stocks and establish controls and records for precise measures, avoiding unnecessary waste.





Operation

Income:

- ✎ Contemplate if it could be feasible to rent some spaces or rooms, *mid-term*, ensuring a minimum income which will help you to partly or completely cover fixed costs, or in the best case scenario, break even.
- ✎ Reinvent yourself, think about offering a new service, or optimising and strengthening one that you already have: bar, restaurant...., could you provide home delivery takeaways?.
- ✎ Make the most of your spaces: yoga hall, meeting rooms...., could you offer online surf training sessions yourself or a member of your team, or could you rent out the space?





Sales & Marketing

Stay in your client's minds. Communicate everything that you are doing, show your strategy, your values, generate trust, look after your reputation more than ever, and let people know that you are hoping to see them again, and that you are working so that they will feel at home, safe and healthy.

Image:

- ★ Transmit your values, your compromise, and your empathy:
 - Demonstrate all the measures that you are implementing regarding cleaning and safety.
 - Communicate your decision to work with approved suppliers who also follow the relevant security measures.
 - Display your reorganised spaces (photo before/after).
 - Demonstrate the effort that your team is making to be prepared to adapt to the circumstances, and offer an excellent service.
 - Convey understanding and tell your clients that you miss them.
- ★ Rewrite your web texts, and even change them if you were already thinking about doing it.
- ★ Give your blog some life and refresh your images with some that had been archived because it wasn't possible to use them, and display them all.
- ★ Look after your reputation more than ever:
 - Make an effort, request reviews and leave adequate replies.
- ★ Automate, prepare to operate in a way that avoids personal contact as much as possible, and publicise it!!
- ★ Gain customer loyalty and reward it: welcome packs, special offers, they deserve it.





Sales & Marketing

Sales:

- ★ Revise and reorganise your sales strategy, concentrating on:
 - Domestic tourism / local market.
 - Countries where COVID-19 has had less impact.
- ★ Revise, adapt or introduce actions and tools for Revenue Management. Optimise.
- ★ Look for new sales channels and promote direct sales by all means.
- ★ Create promotions to be fallen in love with, differentiate yourself.
- ★ Revalue your product, incorporate benefits, add kindnesses, highlight qualities, facilitate the experience. Be creative.
- ★ Communicate with your groups, offer possibilities, benefits and facilities to reschedule their visit.

Pricing:

- ★ Revise your criteria to establish rates and seasons. Adapt.
- ★ Lower prices moderately, cannibalising the market is not good for anyone, not even for you.
- ★ Revise and adapt your booking conditions and cancellation policies. Be flexible.
- ★ Think mid term, keep maintained, you are running a marathon, not the final sprint of a speed test.





Sales & Marketing

Here you can see the change in priorities regarding your client's decisions, when they make the booking (Travelers Booking Decision Funnel). Look at their priorities before the closure of properties due to COVID-19, and observe how they have changed now that we are approaching to the "new normal".



From this we can draw up many interesting conclusions:

- ★ The importance of the tips and recommendations that we have been presenting in this guide is confirmed.
- ★ You can position yourself above your competitors, independently of your property's category, if you implement all the measures that you can, and communicate them.
- ★ The key to filling up your hotel again is not in the price, the key is in making your property a safe place, which generates trust, and with a value proposal adapted to the situation.





New Technologies

Automation & optimisation is 100% necessary at this time, now is a good reason to digitalise. There are many tools which have adapted their prices according to the needs of the market, and which will help you to make life easier (no small task), and to obtain better results. Our global information can help you to assess if you need more information about a specific tool for any of the actions that we have detailed above.

Tools:

- 🔒 Property management system (PMS), if you still don't have one, or have been thinking for some time about changing the one you have, now is a good moment to do so.
- 🔒 Self Check-in, it will help you to speed up the process, reduce the waiting time in reception, and avoid contact.
- 🔒 Revenue Management, it will help you to yield a profit and optimise your results.
- 🔒 Up-selling and Cross-selling, increase and potentiate your ADR.
- 🔒 Digitalise your property (operation, maintenance, incidents, procedures, etc).
- 🔒 Personalise the web experience for your users in order to convert visits to direct bookings.
- 🔒 Optimise your web by measuring different parameters, load speed, texts, etc.
- 🔒 Automate: improve your reputation, and work your loyalty program in an optimal manner.
- 🔒 Chatbots, reduce waiting times, improve the client's experience and increase your direct bookings.
- 🔒 Analyse your competitors, there are tools which will help you to monitor them.
- 🔒 Schedule your social network posts.





Human Capital

Human capital is the engine of your property, it gives it life and is the soul and essence of what you want to transmit, they are the people who probably spend more time with your clients. They are part of your value proposal, look after them!

Human Team:

- ☑ Keep your team informed about all the measures that you are going to apply.
- ☑ Train your team about the implementation of the new, strict hygiene and safety measures.
- ☑ Counting on their opinion, reformulate the operating manuals to adapt the processes and procedures to the new circumstances.
- ☑ Provide safety and protection elements: masks, gloves, hydroalcoholic gel, etc.
- ☑ Announce and establish stricter operational control checks, and the application of the new hygiene, disinfection and health measures.
- ☑ Establish new forms of relation for your property, to avoid greetings (between colleagues and/or clients), and that do not involve any physical contact (shaking hands, hugs and/or kisses).
- ☑ Be empathetic, understanding, and flexible, each person reacts differently to stressful situations.
- ☑ Be more open than ever, listen carefully and assertively to each and every one of the suggestions that your team makes to you.
- ☑ If you can, organise and offer online sessions of mindfulness, meditation and yoga to help everyone cope with situation.





Surf School

Surf is you and your client's passion, for this reason you should organise your school in a way that any attendee only has to worry about getting into the water. Safety, hygiene and health must be at a maximum.

Installations:

- ★ Apply all the same safety and hygiene measures that you apply in your accommodation:
 - Carry out a deep clean before reopening, and use approved disinfectant products.
 - Increase the cleaning frequency in all areas.
 - Eliminate unnecessary decorative elements.
 - Offer and use, masks, hydroalcoholic gels, gloves.
 - Thermometers:
 - For those clients who wish to use them.
 - Ensure that your team takes the temperature of all new arrivals (via checks, bracelets, etc).
 - Reorganise spaces and zones used by the clients in accordance with the established safety measures and distances.
 - Establish a new norm for entering and leaving the surfboard storerooms, if you have them. (for example: instructors collect the equipment one by one).

Equipment and materials:

- ★ Distribute and organise maintaining as much distance as possible between equipment and materials, in order to reassure your clients.
- ★ Reorganise and rotate your equipment and material so that the longest amount of time possible passes between use.
- ★ Disinfect equipment and materials with approved products suitable for each one of them.





Surf School

Operations:

- ★ Follow the instructions of the state, autonomous and local authorities, the WHO, the National Surf Association and the surf school associations of which you form part.
- ★ Don't forget that price is not the most important thing, health is. If applying safety measures means that you can't maintain prices and you have to put them up, do it.
- ★ Inform/train instructors about the measures that you are applying so that they can pass them on to their pupils.
- ★ Reduce and distribute groups to avoid crowds.
- ★ As much as possible choose hours when the beaches are less busy.
- ★ Organise transfers ensuring that the established measures are in place in the car.
- ★ Increase distances – between pupils and instructors in your surf school, and between your school and other schools.
- ★ Offer individually packaged water and/or picnics, well closed/sealed, non reusable and made of biodegradable materials.
- ★ Transmit tranquility, safety, communicate to your clients that they can trust you, and that you are making an effort to guarantee excellent service.





We know that each spot is a world to be discovered, that each property has its own charm and personality, but we hope that these recommendations have helped you.

If you think that you need help in creating your adaptation and reopening strategy, go more in-depth in a specific area, or anything that may occur when optimising your business, don't hesitate to contact us, we will be delighted to surf with you.



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