



# Quote

TED | Thames  
Executive Development  
Programme

Danny Meyer (Founder & CEO of Union Square Hospitality Group)

**"Never again in our careers will we be able to take the boat out of the water and put it in dry dock for a year to inspect every inch of its underbelly and make it seaworthy again"**

**We want to make sure when we put the boat back in it is sounder and does business in a better way"**

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## How are you?

### Humanise the approach

#### • Challenging time for EVERYONE:

- Your Staff
- Your Customers
- Your Business
- YOU

#### • Every aspect of Recovery/Relaunch process must focus around impact on PEOPLE

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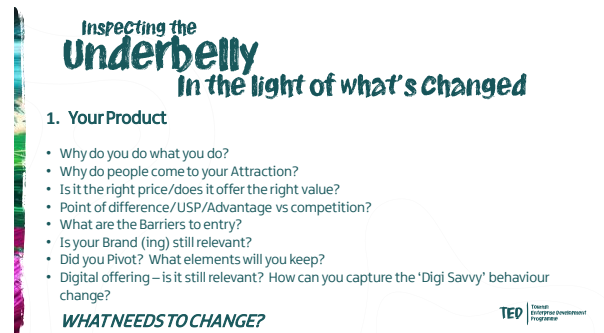
## Putting the Boat back in the water

### Covid Guidelines/Executive Pathway for recovery

- |                                      |             |
|--------------------------------------|-------------|
| • Health and Safety Considerations   | WHY CHANGE? |
| • Operational SOPs                   | WHY CHANGE? |
| • Staffing levels                    | WHY CHANGE? |
| • Visitor interactions               | WHY CHANGE? |
| • 'Good to Go'/'Safe Travels' scheme | IMPORTANT   |

#### Every aspect must focus around impact on PEOPLE

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## Inspecting the underbelly In the light of what's changed

### 2. Your Market & Your Marketing

- How has your market changed?
- Different people – local/community/ regional not international
- Different Expectations
- Consider how important loyalty/repeat visits/community is now
- Is your Marketing relevant to your new market?  
Digital/Traditional?

WHAT NEEDS TO CHANGE?



## Inspecting the underbelly In the light of what's changed

### 3. The Experience

- SOPs (C-19 regulations)
- Standards (Manage expectations – timings/capacities etc)
- Customer Metrics (How do you measure satisfaction?)
- KEEP Changes? (Pivoting ideas/timed ticketing/opening times/capacity reduction etc)

COMMUNICATION/TRANSPARENCY matters

WHAT NEEDS TO CHANGE?



## Inspecting the underbelly In the light of what's changed

### 4. Your Business Model – Skate to where the puck is GOING..

- Look at your KPIs (Numbers/ Percentages..)
- Does it all still work? (Fit for purpose – NOW)
- Future Budget/Plan (Revenue streams/ Costs/profit)

WHAT NEEDS TO CHANGE?



## Before you change...



“MEASURE TWICE, CUT ONCE”



## Are you ready to Change?

### What are you wanting to achieve?

- Collaboration/Teamwork/Share the load/Discuss & plan - Survival/Sustainable Profitability?
- Be specific with you Goals & then have a plan of action/timelines/accountabilities
  - More revenue from Customer
  - Ease of Transaction
  - More people/visitors/guests
  - Safety/Security
  - Ops efficiencies/Simplicity/Flexibility/More Human?
- Always measure ROI

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## In Summary:

- 1 Look after the PEOPLE – Humanising Everything (Including YOU!)
- 2 Things have changed – embrace and change with it to capture opportunities for changed behaviours and markets
- 3 Inspect the Underbelly of the business – every aspect – in detail – Measure twice, cut once.
- 4 Work Collaboratively with your team, community and the wider region
- 5 Plan the relaunch & share the load

'Skate to where the puck is going'

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## And Finally – Remember:

SKATE TO WHERE THE PUCK IS GOING

MEASURE TWICE, CUT ONCE

**"We want to make sure when we put the boat back in it is sounder and does business in a better way"**

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Thank  
YOU



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Getting NI Ready to Reopen:

# Visitor Attractions

**TED** | Tourism Enterprise Development Programme

 tourism northernireland



# Tourism NI

## Quality Assurance Support & Learnings

Samantha Corr

 tourism northernireland



## Quality Support in 2021

- One year extension – free of charge
- Assessments recommence in April/May 2021
  - New members
  - Those waiting for a reassessment
- Continued engagement and support



## Tips for Reopening

 tourism northernireland



## Cleanliness

### 1) Cleanliness & Health Measures

- 69% of travellers cite cleanliness and health measures as a critical component of travel brands' crisis response.

### 2) Showcase your standards

- 70% of people want to know what health and hygiene policies are in place.

## 3) Safety Assurances

[www.goodtogo.org](http://www.goodtogo.org)



## Awareness & Education

### 4) Guide to Restrictions

- Tourism NI resources, e.g. Working Safely during COVID-19
- NI Direct: <https://www.nidirect.gov.uk/articles/coronavirus-covid-19-regulations-guidance-what-restrictions-mean-you>

### 5) Helping your visitors

- Walk the visitor journey
- Make it easy to follow guidance

## New Ways of Working

### 6) Clear Communication

- Storytelling
- People meets process

### 7) Technology

- 'Three years' of digital transformation in three months'

### 8) Adaptability

