

Adaptation guide for the "new normal"

**Practical advice that you MUSTN'T
forget**

We don't know what is going to happen, but one certainty is that we must be prepared, and that opportunities arise in times of crisis. It's clear that uncertainty rules, there is a lack of experience in similar situations because this is new for all of us, and that we will receive an overwhelming amount of information.

But we must be flexible, and now is the time to reorientate, reinvent, make decisions and carry them out. The first ones to adapt to change will note the difference.

It is fundamental to rethink your strategy, you need a well-defined roadmap where all scenarios are considered and the action required in each case.

We leave you some practical keys and advice in a summary style, as a reminder that you must not overlook successfully adapting to the “new normal”, with the main objective being improving your guest's experience.

We hope this will be useful to you, let's go!

*“By failing to prepare you are preparing to fail.”
Benjamin Franklin*



Index

- Trust:
 - Safety
 - Health
 - Hygiene
- Infrastructure:
 - Restructuring
 - New elements
- Operation:
 - Incomes
 - Functioning
 - Providers
- Sales & Marketing
- New technologies
- F & B
- Meeting rooms and Cowork
- Spa & Gymnasiums
- Human capital

Trust

Our hygiene and social relation habits have changed, as have those of your clients. We are going to demand extreme hygiene and cleaning measures, we will look for safety and trust, and we will stay where we know they are as demanding as we are.

Apply the corresponding regulations regarding safety, health and hygiene, and consider whether you could implement them more strictly as a value proposal, and maintain them over time.



Safety

- Condition your property (rooms, common areas and exterior zones), as much as possible with approved disinfection actions and elements such as:
 - Hydroalcoholic gels
 - Masks and gloves
 - Contactless thermometers
 - Room temperature regulation (recommended between 23-26°)
 - Regular ventilation of all spaces
- Hang up visible informative signs for both staff and clients in areas conforming to the safety measures.
- Install a considerable number of bins with lid and pedal, or any other non manual action.
- Condition a space in reception for disinfection of suitcases and equipment on the client's arrival, (signs on the ground, clear area and apply disinfection products).

Safety

- Clients are not allowed to come into luggage storage room.
- Disinfect keys and/or access cards extremely well.
- If you have them, check that automatic doors are working correctly.
- Don't forget to provide protective and safety elements in the car park and exterior areas (gloves, masks, gels, bins, etc).
- Close child's play areas and all other areas where you cannot ensure safety, disinfection, hygiene and health measures.
- Indicate/put signs on the ground, tables or wherever necessary, in places where distances must be kept, and ensure that clients respect the signs.

Safety

- Have on hand and updated all the phone numbers of government agencies, sanitary emergencies, embassies, airports, etc.
- Create your Contingency Plan and protocols for action in situations that may arise such as, sick clients, sick employees, new quarantine and confinement.
- Ensure your minimum stocks and if you can, increase any elements that you may need in a new quarantine situation.



- Register temperature checks of your team via records, bracelets, or any identificative element which your clients can see, which proves that safety is essential for you.
- Take client's temperature on their arrival.
- Offer provision/facilities for transport, medical assistance, hospitalisation and sanitary repatriation.
- Guarantee access to and reception of medication via agreements with local chemists.
- Guarantee care and attention of your clients:
 - Arrange a time for a professional doctor visit for possible consultations or doubts. You can organise this through health insurance companies.
 - Offer the possibility of an online psychological consultation, in collaboration with local professionals, or via professional colleges or insurance companies.
 - Create programs with sessions, activities or workshops about anxiety control, stress, meditation, mindfulness, etc.



Hygiene

- Organise a thorough deep clean and disinfection pre-opening: rooms, curtains, rugs, mattresses, furniture, etc.
- Remove rugs, plaids and unnecessary decorative elements.
- Inform and/or train your team about the new strict safety and hygiene measures.
- Establish new greeting norms: avoid shaking hands, hugs and/or kisses to greet clients or colleagues.
- Apply specific disinfection products to electronic equipment, and ensure their regular use.
- Provide disinfectants for regular use on phones and walkie-talkies.
- Check your supplier's approval, and demand that they comply with the safety and hygiene measures as strictly as you do.



Hygiene

- Introduce new elements and products which ensure hygiene and cleaning, examples:
 - Ozone
 - Germicidal ultraviolet lamps
 - Quaternary ammonium
 - Oxygen in the laundry
- Review your cleaning procedures, optimise them and take extreme measures:
 - Avoid cleaning rooms when the clients are inside.
 - Keep a safe distance from clients and colleagues while common areas are being cleaned.
 - Increase the frequency of cleaning and disinfection of common areas.
 - Increase the frequency of the opening and ventilation of rooms.
 - Increase controls and record collection of disinfection and cleaning.
- Keep storerooms organised and don't accumulate packaging which comes from outside, nor bin bags and/or rubbish containers.

Infrastructure

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

Make your hotel the perfect place to visit without having to worry about anything.



Spaces

- Restructure and adapt, but you don't need to make permanent modifications as they are not strictly necessary. Example: install separating screens or methacrylates, but don't screw them to the floor.
- Incorporate methacrylates and screens if applicable and possible in some of your spaces.
- Reduce capacity according to the regulations, and maintain this reduction for as long as you can.
- Mark limits and signs on the floor to respect the safe distances.
- Reorganise furniture in the common areas, respecting established safe distances, and if necessary, removing decorative elements.
- Prepare bathrooms in common areas in accordance with the predicted capacity and occupation and:
 - Close bathrooms where their use is not essential, or it will cost you to maintain the frequency of cleaning and disinfection.

Spaces

- Establish a controlled rotative system with one of the team onsite, or with some indication of “vacant/occupied”.
- Rooms:
 - Bring forward check out and delay check in to ensure cleaning and disinfection between clients, example: check out 11am / check in 4pm.
 - Remove extra beds except for families that live together.
 - Remove extra pillows, blankets and duvets, provide them on request only.
 - Remove bins and only leave one in the bathroom which has a lid, and automatic opening.
- If hostel is your business model, reorganise:
 - Convert shared rooms into double rooms.
 - Reduce capacity, and if possible install separating panels, screens, etc.
 - Individualise and assign: shelves, hangers, drawers, and other elements and accessories.
 - Reorganise shared bathrooms and/or their use, for example:

Spaces

- Assign one bathroom per room (if you can), or establish a timetable of use per room to ensure cleaning and disinfection between clients.
- Allocate one of the bathrooms for uninterrupted use, cleaning and disinfection during the day, establishing a controlled rotative system with one of the team onsite, or with some indication of “vacant/occupied”.



Actions

- Introduce new elements and dynamics:
 - Provide forms of electronic payment (Paypal, Stripe, Bizum, Twyp, etc.....).
 - Substitute reusable materials for throwaway biodegradables (water bottles, juice boxes, trays, plates, etc).
 - Cover or package remote controls with plastic or biodegradable self-sticking bags (TV control, A/C control, automated panel, etc).
 - Provide information about your hotel and services using new forms which avoid touch contact, for example:
 - Digitalise the information and send it to your clients.
 - Substitute leaflets, guides, and menus for recyclable paper to be changed between clients.
 - Assign and rotate the rooms with the objective being to leave them empty as long as possible between clients.

Operations - Functioning

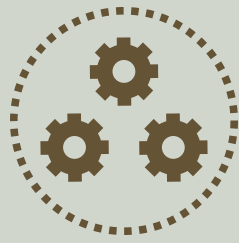
Revise important aspects related to the operation and functioning of your hotel. If well analysed they will help you to enter the new stage in a much more efficient and better adapted manner.

It's about reducing, optimising costs and generating new revenue.



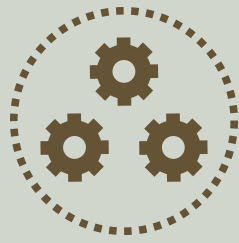
Revenue

- Reinvent yourself, contemplate if it could be worth implementing new forms of use for some of the rooms, ensuring minimum earnings which will help you to cover your fixed costs, part of them, or in the best case, break even:
 - Use without staying overnight (for those people who can't work from home).
 - Mid-long stays.
- Be imaginative, think about offering a new service, or optimising and strengthening an existing one: bar, restaurant...., could you take orders, takeaways?.
- Be creative, make the most of your spaces: yoga room, meeting rooms...., could you rent out any space to offer online services: yoga sessions, classes, seminars, acoustic classes, cooking lessons?.



Functioning

- Renegotiate mortgage and rent payment conditions.
- Analyse your mid to long term cash flow needs, the next months will be varied and unpredictable. Foresee and anticipate your liquidity requirements and make key decisions for the survival of your business: request aid, loans, open, postpone opening, swing to another business model, etc.
- Manage your human capital in an honest manner, but according to your needs.
- Thoroughly revise the “functioning” of your hotel so that it is efficient: light sensors, A/C and heating, etc.
- Reviews stocks and establishes controls and records to dose and avoid unnecessary uses.
- Install software for automatic control of lights, fridge temperatures, washing machines, etc.



Functioning

- Check the areas and elements in your property which need maintenance tasks in order to function in an optimal manner: door and window seals, bathrooms (taps, possible water loss), kitchen, etc.
- Where possible substitute high consumption lights and electrodomeestics for those with an energy certificate.



Suppliers

- Review basic supply bills (electricity, water, telephone-internet), costs and efficiency.
 - Compare and request new offers from other companies.
- Check agreements with suppliers (fruit, vegetables, laundry, cleaning, etc.) and payment methods.
 - Negotiate new conditions and forms of payment adapted to the new circumstances.
- Provide disinfection elements in exterior areas of loading/unloading and handover.
- Establish delivery shifts to avoid cross contamination.

Sales & Marketing

Stay visible in your client's minds.

Communicate all that you are doing, show your effort, your values, generate trust, look after your reputation more than ever and make your clients know that you are hoping to see them again and that you are working so that they will feel at home, safe and healthy.



DIGITAL
MARKETING



Image

- Transmit your values, your compromise, and your empathy:
 - Demonstrate all the actions that you are implementing regarding cleaning and safety.
 - Communicate your decision to work with approved suppliers who also follow the required safety measures.
- Display your reorganised spaces (photo before/now).
- Show your team's effort to be ready to adapt to the circumstances and offer an excellent service.
- Transmit understanding and tell your clients that you miss them.
- Rewrite your web texts, even changing the whole thing if you had been thinking of doing it, update photos.
- Give your blog some life.



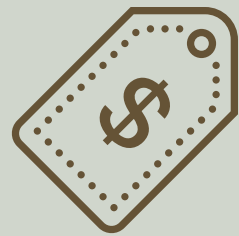
Image

- Look after your reputation more than ever: make an effort, ask for reviews and manage responses appropriately in a timely manner.
- Automate, prepare to work avoiding personal contact as much as possible. Advertise it!.
- Build loyalty, reward your loyal customers: welcome details, special promotions, they deserve it.



Sales

- Revise and reorganise your sales strategy, concentrated on:
 - Domestic tourism / local market.
 - Countries where COVID-19 has had less impact.
- Revise, adapt or introduce Revenue Management actions or tools. Optimise.
- Look for new sales channels and encourage direct sales by all means.
- Create promotions to be fallen in love with, differentiate.
- Revalue your product, add benefits, add merits, highlight qualities, ease the experience. Be creative.
- Communicate with your groups, offer possibilities, benefits and ease of rebooking.



Prices

- Revise your criteria to establish tarifas and seasons. Adapt.
- If you are going to drop prices be moderate. Cannibalising the market is not good for anyone, not even you.
- Revise and adapt your booking conditions and cancellation policies. Be flexible.
- Think mid term, go steady, you are running a marathon not the final stretch of a sprint.

There is a priority change in the decision of your clients when they make bookings (Traveller Booking Decision Funnel). Look at the illustration on the following page at priorities before the closing of establishments as a consequence of COVID-19, and observe how things have changed as we approach the "new normal".

Safe Stay vs Pricing - Traveler Booking Decision Funnel

PRICING

SAFETY & TRUST

**AMENITIES / BRAND /
LOCATION**

SOCIAL MEDIA / REVIEWS

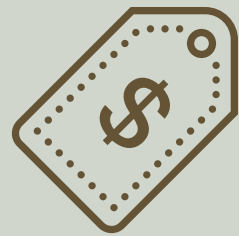
SOCIAL MEDIA / REVIEWS

**AMENITIES / BRAND/
LOCATION**

PRICING

**BOOKING
DECISION**

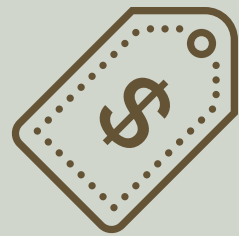
**BOOKING
DECISION**



Prices

Conclusions you should take into account:

- The importance of the tips and recommendations that we have been presenting in this guide is confirmed. 😊
- The key to filling your hotel again is not in the price, the key is making your property a safe place, which generates trust, and with a value proposal adapted to the situation.
- You can position yourself above your competitors, independently of your property's category if you implement all possible measures, and communicate this.
- The reviews of the first clients are essential to gain credibility with potential clients and future bookings. Everybody must know that you aren't just saying that you implement exceptional safety and hygiene measures, but you actually do it, and this can only be passed on via the opinions of clients who have stayed in your hotel.



Prices

- Although you may previously have had bad reviews, if those which you receive after reopening have a high rating, thanks to the implemented safety and hygiene measures, you will gain much credibility. New ratings will carry much weight in the final decision of the client regardless of the average score, which has been calculated by all the reviews (pre and post Coronavirus).
- Constantly communicate on your channels (web, social media,...) and check the description of your property on all the different distribution channels (OTAs, TTOO,...) in order to communicate to all potential clients the measures that are being taken, this is the key to differentiating yourself.
- This is a great opportunity for many hotel owners to reposition their brand, and even to surpass those competitors who had taken the lead.

Management tools

It is 100% necessary to automate and optimise in these moments, now is a good time to digitalise.

There are a multitude of tools, which are very useful in helping you to be more efficient in your management, and getting to know your client better





Suggestions:

Here is a list of areas and actions which you can improve by implementing some kind of tool, taking into account that they now offer better prices and ease of payment:

- Property Management System (PMS+CM+Booking engine), if you don't have one, or have been thinking about changing the one that you currently use, now is a good time to do so.
- Auto Check in, will help you to speed up the process, reduce the waiting time in reception and avoid contact.
- Revenue Management, will help you to capitalise and optimise your results
- Up-selling y Cross-selling, increase and potentiate your ADR.
- Personalise the web experience of your users to convert visits into direct bookings



Suggestions:

- Digitalise your property (communication with clients, operation, maintenance, incidences, procedures, etc.).
- Optimise your web measuring different parameters, upload speed, texts, etc.
- Automate: improve your reputation and work hard on your loyalty program, schedule your social network publications, etc.
- Chatbots, reduce waiting times, improve the client's experience and increase direct bookings.
- Analyse your competitors, there are tools which help you to monitor them.

Our global experience can help you to assess yourself, if you need information about the best adapted tools for your needs, don't hesitate to contact us.

Food & Beverage

Apply all existing security measures to the last millimetre, concerning times, capacity and distances, and if you can take them to the extreme and extend them over time, even better.





Restaurant, bar

- If necessary, remove furniture and unnecessary decorative elements (rugs, etc.).
- Increase the hours for breakfast, lunch and dinner, maybe even setting shifts.
- Enables if necessary outdoor areas to meet the distances and have all the allowed capacity.
- Substitute the format of your menu for one printed on recyclable paper to be thrown away after each use, or digitalise it! This way your clients can have it on their mobile and make their choice beforehand, speeding up the process.
- Eliminate the buffet if you can, and opt for packaging individual portions to be picked up, room service with gastronorm hoods, and menus served at the table.
- Use biodegradable throwaway and/or recyclable tablecloths and napkins.



Restaurant, bar

- Place disinfectant dispensers in the room, lounge, terrace, and/or patio.
- Implement the use of throwaway gloves for the staff in the room, which they must change regularly.
- Provide an ultraviolet light machine for pens, etc.
- Avoid cash payments, facilitate other forms of payment. Disinfect the POS after each use.
- Ventilate after every use and amplify the measures and frequency of cleaning and disinfection, keep registry checks up to date and accessible to clients.



Kitchen

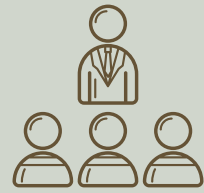
- Obligatory use of mask and gloves.
- Increase frequency of cleaning, disinfection and ventilation.
- The utmost order is required. Extreme monitoring of sanitary measures (HACCP).
- Avoid cross contamination from accumulating boxes and rubbish.
- Disinfect tins, canned food and packaging (diluted disinfectant).
- Keep all ingredients and food correctly covered. Avoid use of kitchenware with cracks and disperfections.
- Ensure minimum temperature of 80° for dishwasher cycles.

Meeting rooms & Cowork

Don't forget these spaces, make them safe so that you can back on track. Follow the required measures even extreme precautions if possible.

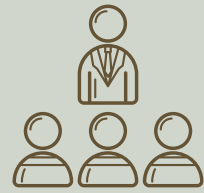
Think that maybe not everyone can work from home or maybe there are companies that need adapted spaces to hold small meetings.





Meeting rooms & Cowork

- If necessary, remove furniture and unnecessary decorative elements (rugs, etc.).
- Install a considerable number of bins with lids and pedals, or another automatic way of opening. Provide disinfectant dispensers.
- Reorganise, and place separators/screens on big tables with shared use.
- Indicate which work stations may be used. In meetings ensure a distance of 1m between attendees and use masks.
- Increase hours and/or create turns.
- Distribute amenities, snacks and stationery in monodose or individual packs.
- Use elements (glasses, etc) made from throwaway biodegradable or recyclable materials.



Meeting rooms & Cowork

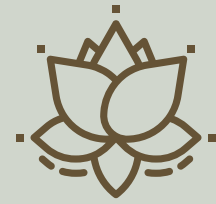
- Provide an ultraviolet light machine for pens, etc.
- Implement the use of throwaway gloves for the staff working in the room, which they must change regularly.
- Keep room temperature between 23-26° at most.
- Ventilate after every use and amplify the measures and frequency of cleaning and disinfection, keep registry checks up to date and accessible to clients.

Spa & Gymnasiums

These spaces are intimately linked to body care, health, hygiene and relax.

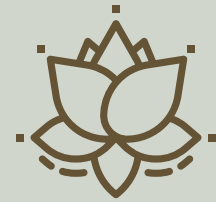
Apply all the safety measures in a forceful way so that they are 100% reliable.





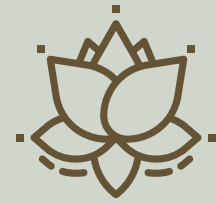
Spa & Gymnasiums

- If necessary, remove furniture and unnecessary decorative elements (rugs, etc.).
- Install a considerable number of bins with lids and pedals, or another automatic way of opening.
- All staff must wear throwaway masks and gloves at all times and change them regularly.
- Provide or install disinfectant dispensers and gloves for your clients
- Provide an ultraviolet light machine for pens, etc.
- Use paper made from throwaway biodegradable or recyclable materials for beds and loungers.
- Loungers, machines and training elements must be disinfected after every use.
- Introduce new holistic therapies and treatments which look after mind, body and soul.



Spa & Gymnasiums

- Substitute the menu of services for one printed on recyclable paper to be thrown away after each use, or digitalise it! This way your clients can have it on their mobile and choose what they want beforehand, speeding up the process.
- Establish turns for the individual use of circuits (including an increase in opening hours if necessary).
- You should work by appointment to limit capacity, avoid customer confluence and facilitate cleaning and disinfection times between appointments.
- Amplify the measures and frequency of cleaning and disinfection, keep registry checks up to date and accessible to clients.
- Try to hold collective classes outside, respecting the minimum distance of 2m x 2m, if they are inside ensure this distance, if you can't ensure it cancel the class, establish turns or carry it out individually.



Spa & Gymnasiums

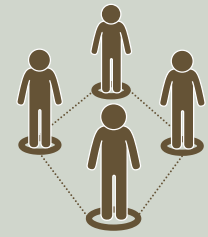
- Apply security measures for the locker area, close it if necessary.
- Place chests or baskets with lids for used towels.
- Avoid cash payments, facilitate other forms of payment.
- Apply or demand strict measures in own or external laundry, which ensure disinfection and washing temperatures above 60°.

Human Capital

Human capital is the engine of your property, it gives it life and materialises the soul and essence which you want to transmit, these are the people who probably spend the most time with your clients.

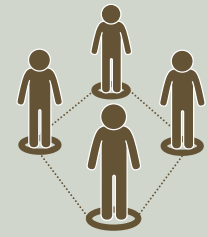
They are part of your value proposal, look after them!





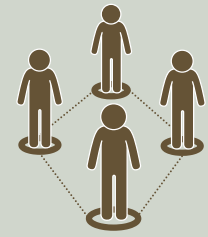
Human Capital

- Keep your team informed about the new measures that you are going to apply.
- Train your team in the implementation of the new strict safety and hygiene measures.
- Organise work shifts in a way that the same people always coincide.
- Reformulate, relying on their opinion, the operative manuals to adapt the processes and procedures to the new circumstances.
- Provide elements of safety and protection: masks, gloves, hydroalcoholic gel, etc.
- Announce and establish stricter control registers for operations, and the application of new hygiene, disinfection and health measures.



Human Capital

- Be empathetic, understanding and flexible, each person deals with stressful situations in a different way.
- Establish new greeting forms in your property (between colleagues and/or clients) that does not involve any physical contact (shaking hands, hugs and/or kisses).
- Be more receptive than ever, listen carefully and assertively to each and every suggestion that your team brings to you.
- Organise and offer if possible, online sessions of mindfulness, meditation and yoga to help everyone cope with the situation.
- Re-organize common areas for the team, to maintain the distances.



Capital Humano

- Establece shifts of breaks and meals to avoid agglomerations and comply with capacity limitations.
- Install lockers so that each employee's belongings don't enter into contact with the others.
- Insist upon:
 - Avoiding the use of rings, bracelets or similar.
 - Hair tied back.
 - Do not share any work equipment.
 - Wash the uniform daily and at a minimum temperature of 60º, whether on the property or at home.
 - Amplify the cleaning and disinfection of the common areas after each use.

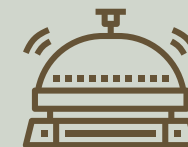
Special Lodgings

We know that each property has its charm and personality, and that we are all giving our best, but we also know that some help in times of crisis is much appreciated.

We hope that these recommendations have helped you, and at least will serve as a checklist to be sure you are on the right road, that you haven't forgotten anything and that the adaption to this "new normal" will go smoothly.

If you think that you need help to create your adaption and reopening strategy, your contingency plan, go deeper into a specific area, create protocols, or anything that occurs to you to optimise your business, don't hesitate to contact us, we will be delighted to help you .

bruno@speciallodgings.com
+34 662 48 28 57





www.speciallodgings.com