

Overview

Practical ideas for using the Covid-19 crisis downtime to:

- 1. Strengthen your products/services.**
- 2. Enhance your marketing and promotion.**
- 3. Improve your business management.**

... so you 'come out the other side' a better Tourism SME.

Strengthening your products or services

1. Steps to strengthening your products/services:

- i. Research **target market feedback & preferences.**
- ii. Build your understanding of **'tourism standards'** requirements.
- iii. Identify ways to **improve the visitor experience.**
- iv. Take action on **priority improvements.**
- v. Include **product development** in a Business Plan.

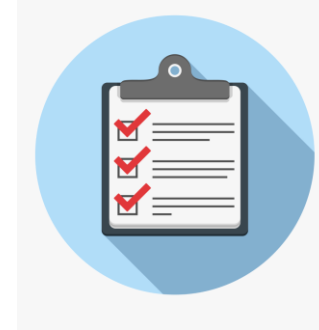
i) Research target market feedback and preferences

- Study your client reviews (surveys, Visitor Book, or online reviews e.g. TripAdvisor, Booking.com).
- Study your competitors' client reviews online.
- Do market research on similar tourism businesses that inspire you:
 - Check out their online reviews to see what they do well.
 - Take note of their offerings for ideas and inspiration.
- Keep up to date on emerging preferences and needs of travellers (market-specific and Covid recovery-related) from:
 - Local tourism body websites, social media, comms, staff;
 - Regional/Global research or best practice guidance;
 - Industry media/distribution partners communications.
- (Re)consider your best-prospect target segments and their preferences/needs.



ii) Build your understanding of tourism standards requirements

- Check you have up to date information (e.g. guidelines and criteria) for:
 - National tourism standards.
 - Distribution partners requirements.
- Conduct a self-audit, and identify what you can improve on.



iii) Identify ways to improve the visitor experience

- Apply your market research learnings/inspiration, and self-audit conclusions to prioritise what you can improve on for clients. e.g.
 - New products, services, facilities;
 - Aesthetics (décor, design);
 - Customer service;
 - Food & beverage offering;
 - Housekeeping practices;
 - Health & safety systems;
 - Sustainable practices;
 - Other as determined?
- Run ideas by trusted associate or professional.



iv) Take remedial / preparatory action on priority improvements

- Improve/fix those priorities you can do in the short term to prepare for a better visitor experience, e.g.
 - Do new product testing;
 - Undertake a spring clean, refresh décor;
 - Keep up with landscaping and maintenance;
 - (Re)define customer service protocols;
 - Introduce new sanitation protocols (housekeeping, food and beverage).
 - (Re)design customer feedback mechanisms.
- Engage professionals as necessary!

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"Tim always starts out a do-it-yourselfer,
but usually ends up a call-a-professional-er."

iv) Include product development in a Business Plan

- Develop or update your Business Plan to reflect:
 - Revised target markets;
 - Plans for developing new products/services (facilities, experiences);
 - Other medium to long-term priorities for improving the visitor experience.
- Refer BLP Business Plan Checklist.



Enhancing your marketing & promotion

2. Steps to enhancing your marketing & promotion:

- i. Confirm your **target markets and segments**.
- ii. Build your knowledge of **online marketing & social media**.
- iii. Develop/improve your **Marketing Plan**.
- iv. Keep engaged with **destination partners**.
- v. Keep engaged with **clients**.

i) Confirm your target markets & segments

- Keep up to date on recent and evolving market trends for your target markets (to date + new ones) via:
 - Your own customer profile analysis;
 - NTO/local tourism industry market research resources;
 - Regional/Global market research resources.
- Define/redefine your target markets & segments:
 - Geographic;
 - Demographic;
 - Psychographic (incl. niche segments).



ii) Build your knowledge of online marketing & social media

- Make the most of numerous learning channels to understand the basics:
 - BLP's *Digital Transformation* webinar;
 - You Tube & Google;
 - Online courses (Coursera, EdX)
- Consult with a professional to determine what you can do yourself vs. what you should outsource.



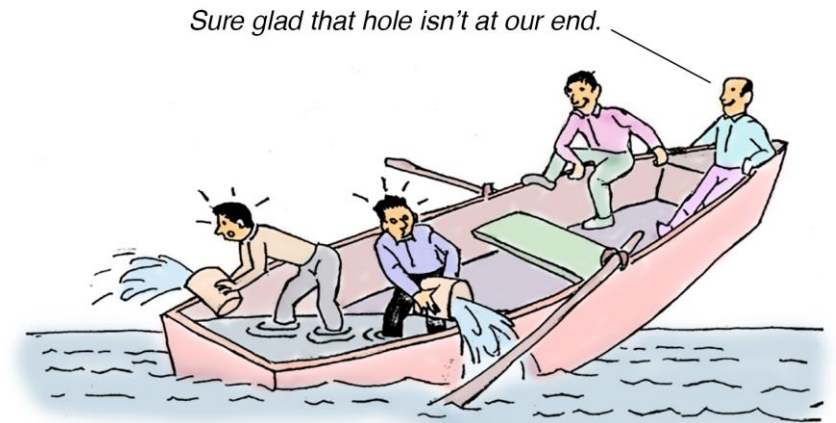
iii) Develop or improve your Marketing Plan

- Ensure you have a Marketing Plan that:
 - Aligns with your Business Plan goals;
 - Lists specific, realistic, marketing objectives;
 - Defines your target markets & segments (w. rationale);
 - Describes your unique selling proposition (USP) based on a competitor analysis;
 - Identifies price points for products /packages;
 - Articulates your brand and how you will present it;
 - Identifies the most cost-effective marketing channels to reach you target markets;
 - Details a schedule of targeted advertising & promotion activities;
 - Includes budgets;
 - Quantifies KPIs (including return on investment targets).
- Seek marketing planning expertise to develop this if necessary!



iv) Keep engaged with destination partners

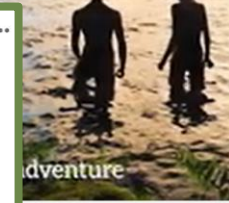
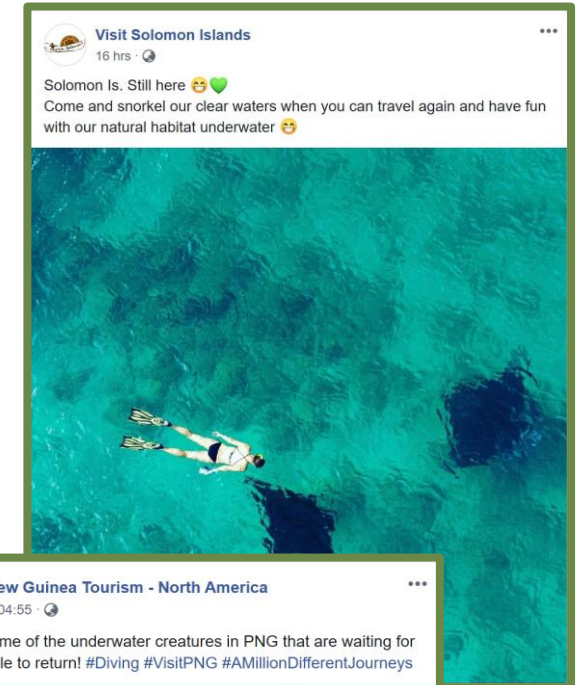
- Support destination recovery by collaborating with your NTO and fellow businesses.
 - Ask NTOs how you can leverage destination marketing;
 - Ask Ministries/NTOs/industry associations about relevant resources, training, etc.
- Remember, supporting destination recovery for ALL businesses is critical to your own business' recovery.



2.
Enhancing
your
marketing &
promotion

v) Keep engaged with clients

- Use social media and email to keep connected with business clients & customers.



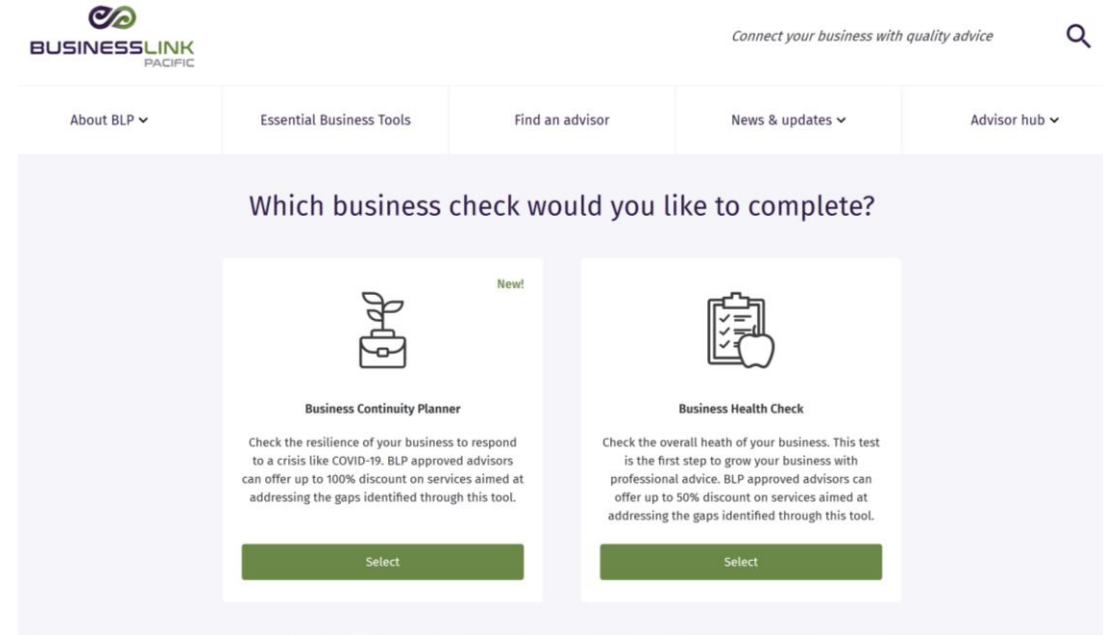
Improving your business management

3. Steps to improving your business management:

- i. Complete BLP's Business Health Check (**BHC**) or Business Continuity Planner (**BCP**)?
- ii. Identify **financial management** weaknesses and priorities.
- iii. Review your **organisational management** structures, processes, and tools.
- iv. Consider your **staff management** priorities for the future.
- v. Update your **Business Plan**.

i) Complete BLP's BHC or BCP

- Go to [Businesslinkpacific.com](https://businesslinkpacific.com) for either.
- If you need a more detailed business diagnostic following this, ask your BLP Business Services Manager.



ii) Identify financial management weaknesses and priorities.

- Address cash flow issues as a priority :
 - Use online resources to understand the basics;
 - Check out BLP's *Managing Cashflow* webinar.
- Ensure you have a realistic budget for future.
- Make sure you have the optimal accounting software for your business.
- Get up to speed on producing and analysing your financial reports.
- Collate historical financial records (2 years).
- Do financial projections for recovery various scenarios.
- If you need help with any of the above, engage a BLP-approved accountant!



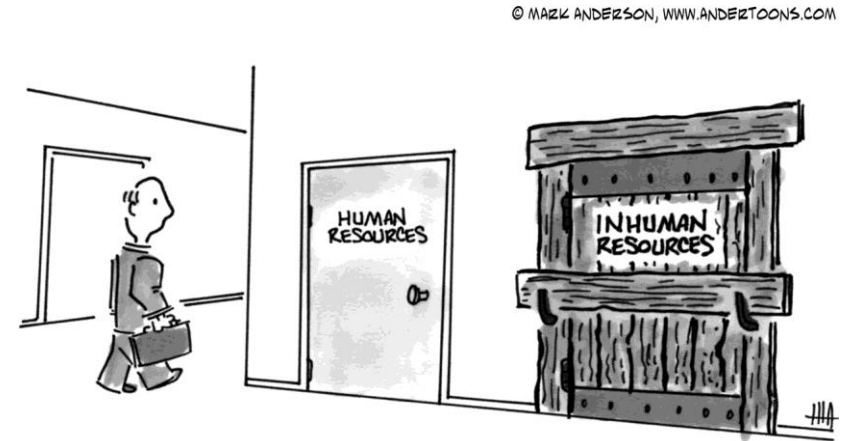
iii) Review your org. management structures, processes & tools.

- Ask yourself if you have been operating with:
 - The most productive work processes;
 - The most efficient organisational structure;
 - The most sustainable and efficient resources;
 - Adequate equipment or tools.
- If not, or if you are not sure, consider seeking the advice of a relevant BLP Business Advisor.



iv) Consider you staff management priorities for the future.

- Identify staff issues that prevailed pre-crisis and work out solutions now.
- Keep up to date on changes in employment law and Government support for employment via industry associations / Government websites.
- Consider efficiencies of staff structure.
- Ensure all job descriptions are up to date.
- Look into what makes businesses an 'employer of choice', and consider what you can do to become a sought after employer.
- Identify staff training needs and opportunities (via local providers, online or delivered by yourself).
- If you need help with any of the above, seek HR expertise via the BLP network.



v) Update your Business Plan.

- Ensure you have a Business Plan that lists (realistic) business goals *and* specific strategies to achieve them based on:
 - Analysis of your business strengths and weaknesses;
 - Determination of your USP;
 - Evidence of market demand;
 - Identification of target markets;
 - Assessment of internal and external risks.
- Ensure your Business Plan includes:
 - Any plans for scaling up/product development;
 - Pricing strategies (sustainable);
 - Sales forecast scenarios;
 - Business management structures.
 - Business continuity measures.
- Seek business planning expertise to develop this if necessary.



Resources

MARKET INTELLIGENCE AND/OR TOURISM INDUSTRY DEVELOPMENT RESOURCES

Local:

- **Fiji:** [Fiji Hotel & Tourism Assoc](#); [Tourism Fiji](#); [Ministry of Commerce, Trade, Tourism & Transport](#).
- **Vanuatu:** [Vanuatu Hotel & Resorts Assoc](#); [Vanuatu Tourism Office](#); [Vanuatu Dept. of Tourism](#).
- **Samoa:** [Samoa Hotel Assoc](#); [Samoa Tourism Authority](#).
- **PNG:** [PNG Tourism Promotion Authority \(TPA\)](#); [PNG Tourism Industry Association \(TIA\)](#).
- **Solomon Is:** [Tourism Solomons](#)
- **Cook Islands:** [Cook Islands Tourism Industry Council](#); [Cook Islands Tourism Corp.](#)

Other¹:

- **Regional/Global Bodies:** [South Pacific Tourism Organisation \(SPTO\)](#); [Pacific Asia Travel Assoc \(PATA\)](#); [UNWTO](#);
- **Niche Associations:** [Adventure Travel Trade Assoc \(ATTA\)](#); [International Ecotourism Society](#); [Wellness Tourism Association](#); [World Tourism Association for Culture & Heritage](#).
- **Travel Media:** [Skift](#); [Travel Mole](#); [Travel Weekly Australia](#); [Travel Weekly NZ](#); [Travel Weekly USA](#); [Travel Weekly Asia](#); [Travel Weekly Europe](#).
- **Sustainable Tourism:** [Sustainable Travel International](#); [Global Sustainable Tourism Council \(GSTC\)](#);

OTHER COVID-SPECIFIC RESOURCES

- [UNWTO Covid-19 Response](#).
- [World Health Org. *Operational Considerations for COVID-19 Management in Hotel Sector*](#)

¹Check out their websites for search research or training opportunities (general and Covid-specific); subscribe to newsletters; or follow on Facebook/LinkedIn, according to what information is useful to you.