



RESPONSIBLE  
TOURISM  
INSTITUTE

Business Recovery in the  
Tourism Sector

# Call to Action

April, 2020  
Revision\_01

# “Never let a crisis go to waste”

Winston Churchill

Are we still safe and healthy? Good, we've achieved our main goal.

#Stayathome remains, but at Biosphere we want to challenge you to affirm the paradigm #togetherwearestronger.

We already know that for the tourism industry this is probably the greatest challenge and the biggest blow of all time. Everything will change and nothing will be the same. Yes, we past the initial shock and we have also accepted this new reality. And now what? Now we have to look at the opportunities. This is the perspective we challenge you to choose, this crisis is a unique opportunity for the tourism industry and its managers, for product and service providers, operators and destinations. Opportunity to fake the threat and work more focus on the fresh start. This unique opportunity and time is NOW. We have all reached level 0 of occupancy and revenue, so this 'silence' offers the opportunity to rethink the way forward. We have one certainty: we all start again at the same level.

Let's start by focusing on what we can control in our business. Yes, there are variables that are within our reach and that we should not compromise if we want to start again better and stronger.

In this 2nd edition of the CALL TO ACTION guide, Biosphere refocuses the actions of restarting on Sustainability: economic, social, environmental and...the health of the organization. Organizations that take advantage of this period to take on or make a real commitment to a Sustainability strategy (and start to implement and share these actions) will be one step ahead. Sustainability is a constantly evolving project. Sustainability requires work and commitment, but if you have come to this reading it is because you are willing to start!

We remind you that the proposals for action are aimed at all tourism businesses and do not think that because you have a micro/nano company these proposals do not apply to you, quite the contrary.

In order to facilitate your reading, we have marked in **BOLD** the new actions introduced in this second edition.

Read, reflect, adapt, transform. Get ready to (re)act! Not having started yesterday, move on NOW!



# SUSTAINABILITY STRATEGY

- ECONOMIC SUSTAINABILITY
- SOCIO-CULTURAL SUSTAINABILITY
- ENVIRONMENTAL SUSTAINABILITY
- HEALTH SUSTAINABILITY







# REQUIREMENTS

- ECONOMIC SUSTAINABILITY
- SOCIO-CULTURAL SUSTAINABILITY
- ENVIRONMENTAL SUSTAINABILITY
- HEALTH SUSTAINABILITY

## AREAS

-  GLOBAL MANAGEMENT
-  MARKETING AND COMMUNICATIONS





# REQUIREMENTS

- ECONOMIC SUSTAINABILITY
- **SOCIO-CULTURAL SUSTAINABILITY**
- ENVIRONMENTAL SUSTAINABILITY
- HEALTH SUSTAINABILITY

## AREAS



PERSONNEL MANAGEMENT



RESPONSIBLE ATTITUDE TOWARDS SUPPLIERS



PROMOTE THE ECONOMIC AND SOCIAL DEVELOPMENT OF THE LOCAL COMMUNITY








# REQUIREMENTS

- ECONOMIC SUSTAINABILITY
- SOCIOCULTURAL SUSTAINABILITY
- ENVIRONMENTAL SUSTAINABILITY
- HEALTH SUSTAINABILITY

## AREAS

-  BIODIVERSITY
-  EFFICIENT RESOURCE MANAGEMENT
-  AIR EMISSIONS

# REQUIREMENTS

- ECONOMIC SUSTAINABILITY
- SOCIO-CULTURAL SUSTAINABILITY
- ENVIRONMENTAL SUSTAINABILITY
- **HEALTH SUSTAINABILITY**

## AREAS

-  HYGIENE
-  SECURITY
-  HEALTH





What  
should we  
do?



# ECONOMIC SUSTAINABILITY

Prepare for the worst, expect the best.



ECONOMIC  
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# ACTIONS

## CITIES | RURAL AREAS

From trend analysis, the outbreak is likely to have stronger negative impacts on urban markets. It is also plausible that clients will choose to stay out of urban areas after confinement, so if your company is in a rural area or in the interior of the country you should ensure the implementation of the various Biosphere proposals for action, as you are more likely to start again sooner!

## REACTIVATE INSTITUTIONAL CHANNELS

Keep the institutional channels alive: Municipalities, Regional Tourism Entities, National Tourism... Keep informed of measures for the sector from your regional and national site.

## CREATE STRATEGIC PLANNING MAP

Draw up a strategic planning, revenue management and cost control map, foreseeing 3 scenarios:

- Fast recovery (2-3 months)
- Medium-term recovery (3-6 months)
- Slow recovery (over 6 months)

Adjust the forecast according to each of these demand scenarios and see how this affects your cash flow.

# TERM

VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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ACTIONS

MOBILIZE HH.RR

Mobilize human resources according to needs: possibility of simplified lay off, vacation, time bank.

MANAGE SUPPLIERS

Relationship management with suppliers (mainly local), service providers and customers. In the case of suppliers, assess whether they need to renegotiate payments and prioritize, taking into account the impact of the crisis on each one.

CREATE CRISIS MANAGEMENT MANUAL

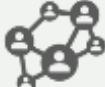
Create a crisis management manual, taking care that this context can be repeated soon..., and other scenarios, such as natural disasters, should also be considered.

ASSESS THE ENVIRONMENT

Assess the surroundings, and if justified, create packages for daily use of rooms for guests/customers who need a private office, with meals included; quiet and simple room, with a table to work, high speed internet and small space for meals

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# ACTIONS

## INTEGRATE NEW LOCAL PARTNERS

Identify potential new local partners to strengthen experiences and programs.  
Make sure you consider solutions outside the box and offer them some training on your operation, sustainability procedures (and don't forget to communicate it).

## MANAGE DISTRIBUTORS

To strengthen the relationship with distribution, it is necessary to use all the capacity of distributors to bring customers (evaluate new partners).

## REVISE EXPIRATION DATES

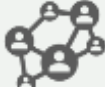
Reviewing product validations, especially perishables.

## NEGOTIATE

Negotiate with traders new margins, based on possible failures/scenarios

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# ACTIONS

## CONTROL PRICE - AVOID REDUCTIONS

Avoid price reductions!  
In return offer spa, breakfast, tickets to local events, free parking, welcome drink, courtesy tours, etc.\*  
\*MEDIATING THE ANALYSIS OF DEMAND RESPONSE - PRIORITIZE REGULAR/REPEATING CUSTOMER IN A 1ST PHASE

## MAKE NO CUTS

Resist immediate temptation! Do not cut back on what will prove essential. Marketing, in times of crisis, is what can keep your company at the forefront of positive communication. Do not cut marketing and communication, change or consolidate your focus on sustainability: nature, hygiene and health, especially in companies located in urban or rural areas, where the massification of tourism is not yet a reality.

- (A) When confidence returns, the domestic market will react faster than anyone else: people may not feel comfortable travelling to and from abroad
- (B) Update information on OTA's, more proactive approach in terms of cleaning and sanitization, and be able to add new packages and offers
- (C) Use lower occupancy levels to offer guests returning a better experience, without cannibalizing their positioning: propose upgrades

## MEASURE WHAT CAN IMPROVE

Conduct a Marketing 'Audit' to review the style of your brand, website and sales activation materials (do they effectively communicate the value proposition of your offer and benefits?).

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# ACTIONS

## PROVIDE MORE AND BETTER INFORMATION

Inform about ongoing hygiene and safety procedures: cleaning of spaces, ventilation (e.g.: "As long as the current crisis continues, we assure our customers that their safety and that of our team remains our top priority. Therefore, we are strictly following all the guidelines of our authorities, we follow the strict health and safety guidelines and adopt the highest level of preventive measures to keep everyone safe - pictures of the measures - we will soon offer you all wonderful experiences again!").

## IDENTIFY MARKET SEGMENTS

Identify the market segments most likely to make reservations, such as young people, families and young couples within a short drive distance.

**(A)** Invest more in meta-search: when customers start looking for solutions it is because they already intend to book. Therefore, you should invest more in research and meta-search to capture as many clients as possible and take them to the company's website. **(SEE META-SEARCH GUIDE IN ACCOMODATION\_PDF)**  
To stay on top of mind - especially when customers start thinking about travelling again - keep investing in paid research and meta-search, to ensure that it continues to appear to those who are still thinking about travelling or will think soon (we all need to escape this scenario soon).

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# ACTIONS

## BRAND REINFORCEMENT

Reinforce brand value and solidify sustainability practices/values with credibility (show only what is done or what is planned). Add to your brand the values of others: e.g.: Make your certifications, awards and distinctions more public, as long as they are up to date!

## ADD

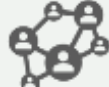
Communicate that you do not cancel, but postpone, in the long term (2021).

## REVISE WEBSITE

Ensure that messages on the site are targeted to domestic customers or Iberian visitors. To reinforce in the messages the advantages of direct booking (Ex of good messages in the site: <https://help.triptease.com/en/articles/1783991-messaging-tips-and-best-practices>).

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# ACTIONS

## CHOOSE EMAIL MARKETING

Deliver e-mails to everyone based on 3 components:

- (A) Empathy: the introduction should be very clear, this is a difficult time for everyone and security is the priority. You should avoid being 'autistic' about the tragic and stressful aspects of this global pandemic! Be human and real, rather than distant and corporate;
- (B) Update: share your hygiene measures and what you are doing to fight the virus and to keep staff and guests safe
- (C) Remember: let us know when your company will be up and running and we will be happy to accept guests. Do not include a discount. Close the email with some positive sentences, which highlight your values proposal, the values of the company and what it represents.

## STRENGHTEN PERSONALIZED EMAILS

Send a specific and personalized e-mail for the next reservations: when you start to have reservations, confirm with a personalized e-mail, informing of the hygiene and health conditions, cancellation options, the benefits of being there...; for those who have cancelled, it is important to resume this relationship, inform them that you are sorry for having been cancelled, but they will be welcome at any time, if they wish to re-book.

# TERM

VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
X		
X		
	X	X
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# ACTIONS

## PROMOTE LOCAL PARTNERSHIPS

Taking the opportunity to publicize your local partnerships, your commitment to the rapid resolution of the crisis and your support for others, is an excellent opportunity to share non-promotional content on social networks.

## LEADS CONVERSION

To capture more sales among the demand that may exist, you can focus on converting leads into potential customers who have already visited your site (redirecting is an effective way to achieve this by redirecting campaigns to customers who have already been on the company's site):  
SEE INTERESTING WEBINARS ON THE SUBJECT AT [HTTPS://TRIPTEASE.COM/BLOG/RETARGETING-WEBINAR-SERIES/?UTM\\_SOURCE=TRIPTEASE&UTM\\_MEDIUM=BLOGLINKINTERNAL\\_TRIPTEASE&UTM\\_CAMPAIGN=WW\\_AL L\\_BLOG](https://triptease.com/blog/retargeting-webinar-series/?utm_source=triptease&utm_medium=bloglinkinternal_triptease&utm_campaign=ww_al_l_blog)

## REFUND

Ensure and **inform** about reimbursement for those who call to cancel.

# TERM

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# ACTIONS

## BRING THE NATURE

Be in contact with nature: let in the air, sun, etc.

## FAVOUR LOCAL SUPPLIERS

Communicate preference for local suppliers

## STRENGTHEN TESTIMONIES

Collect testimonies of the clients' experiences and share them for a fresh start: "My memories of that experience were..."

## CUSTOMER LOYALTY

Strengthen or reactivate loyalty programs: reduce criteria for 'points'; offer double points for the next few months; resurrect inactive customers; remind customers who have expired points that they can take advantage of them, with upgrades.

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ACTIONS

BE TRANSPARENT

Use the website and social networks to pass on transparent information (e.g. message to our clients/guests); do not hide the virus situation and the crisis, integrate it.  
**Stay connected to customers with Fate content and activities they can do at home (typical recipes, stories and legends of the land, etc.). Some examples:**

- (A) Update the site with important and emergency contacts.
- (B) Share photos of Destiny taken by you or your STAFF (not professional photos) and ask your followers and customers to comment on their favorite activities while there.
- (C) Ask customers to share photos of their stay too, using a dedicated hashtag (name of Destination), so people can share their travel memories.
- (D) If you have a restaurant or access to local dishes share recipes : many people continue cooking and there is no better way to spice things up than by cooking a recipe from the Chef of the restaurant or authentic. Be creative and also share a recommendation of regional wine with the producer.
- (E) Share spa treatments at home from your spa or techniques for relaxation and contact with nature: help people escape and enjoy tips at home.
- (F) Share classes, exercises or activities at home: if your company offers group activities or fitness classes, share exercise videos or instructions that customers can use to keep active at home.
- (G) Create a scavenger hunt for children: if your company works for a family segment, create digital cards for iconic landmarks in your Destiny that parents can print, cut and hide to create a scavenger hunt.
- (H) Create coloring pages with Fate themes: share a coloring page of Fate that people can print out for their children to color in.

TERM

VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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X	X	X
X	X	X
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X		



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# ACTIONS

## ATTRACT INFLUENCERS

When the outbreak is under control, influencer marketing can be a great way to show that your company is safe: list the most appropriate *bloggers* and *influencers*.

## QUESTIONS AND ANSWERS

Create a FAQ (frequently asked questions) page on your company's website. Questions and answers on how you are dealing with the crisis, reservation system, measures taken in accordance with the SNS, reopening dates and other important concerns (local partners, environment, employees, etc.)

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What  
should we  
do?

# Socio-Cultural Sustainability

“Your main clients are your employees. Look after and for them, and then for your customers.”

*Ian Hutchinson*



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ACTIONS

STAY IN CONTACT WITH STAFF

If employees are at home, call daily to find out how they are and if possible, develop activities online and together: e.g. having coffee at the same time, gaming, challenges for whatsapp and other activities.

RECORD AND REPORT

Maintain effective communications with employees on pandemic-related questions/issues.

STRIVE FOR TRANSPARENCY

Explain to employees the impact of the crisis and ask for full collaboration and flexibility: be transparent and open about the situation and its impact on the business.

EMPATHISE

Empathy with our people is powerful, it is a good opportunity to train/train the teams - everyone should be properly informed about the latest messages, policies and processes. The last thing you want is for employees to have different messages from yours. This creates confusion and a future of poor customer service. Keep a unified and consistent message.

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# ACTIONS

## LISTEN

Opportunity to collect suggestions for team improvement or review internal procedures (which are never done due to lack of time).

## MAKE A POSITIVE COMEBACK

When returning to work, make sure employees are in good health and maintain a positive spirit, essential to provide a positive customer experience.

# TERM

VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
VERY SHORT (1 month)	SHORT (1-3 months)	SHORT (> 3 months)





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# ACTIONS

## LOCAL

Open or closed, think local!

## ASSISTANCE MEASURES

Identify measures to support the local (social) economy.

# TERM

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# ACTIONS

## DESTINATION AND HERITAGE

Provide customers with information on the environment, the values and socio-cultural identity of the Destination, and its natural and cultural heritage.

## GUIDELINES

Provide customers with guidelines for responsible behaviour that should be undertaken in relation to the environment and the local community, encouraging a respectful attitude towards Destiny  
CONSULT THE MANUAL OF THE RESPONSIBLE TOURIST OF BIOSPHERE INSTITUTE

# TERM

VERY SHORT (1 months)	SHORT (1-3 months)	MEDIUM (> 3 months)
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What  
should we  
do?

# Environmental Sustainability

"In nature nothing is created, nothing is lost, everything is transformed."

*Lei de Lavoisier*





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# ACTIONS

## RESPECT THE ECOSYSTEMS

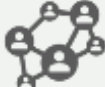
Develop information resources to increase awareness and respect for aquatic and/or marine and terrestrial ecosystems destined to customers .

# TERM

VERY SHORT  
(1 month)

VERY SHORT  
(1-3 months)

MEDIUM  
(> 3 months)



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# ACTIONS

## CONSUMPTION MONITORING

Create a consumption monitoring map.

## WATER

Develop measures for the responsible use of water by customers.

## CONSUMPTION

Control and develop actions to reduce consumption.

## MINIMIZE DISPOSABLE

Apply measures to minimize the use of disposable products and general supplies.

## SELECTIVE GATHERING

Implement selective collection and maximum recycling of the waste produced by the company and its customers, as well as its correct treatment before collection.

## COMPENSATION MEASURES

Implement measures to offset greenhouse gas emissions.

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# ACTIONS

## PUBLIC TRANSPORT

Encourage the use of public or low emission transportation at the Destination, offering your customers updated and truthful information about the itineraries and alternative means of transportation available to travel at the Destination and to the entity, before their arrival.

## CARBON FOOTPRINT

Start measuring the carbon footprint of your activity and inform customers, employees and suppliers.

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# Health Sustainability

“Start by doing what's necessary, then what's possible, and suddenly you're doing the impossible.”

*San Francisco de Assis*



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# ACTIONS

## INVEST IN INTERNAL COMMUNICATION

Place your commitment to cleanliness at the front and center of communication: signs in the service areas and common areas, sharing of safety procedures, information in the toilets to encourage hand washing (e.g. "let's all wash our hands!" can be an unforgettable way to remind everyone that hand washing is the best way to prevent infection and don't hesitate to inform them that you have adhered to globally accepted guidelines such as "our unit/company follows the WHO guidelines for adequate and complete hygiene").

## ADJUST HYGIENE / SANITARY PLAN

Draw up and implement a health plan: communicate that "Let's clean more often" is no good!  
(A)\* ! It will take a constant cycle of deep cleaning, plus dedicated spaces with hand disinfectant and soap  
(B)\* effectively record cleaning times so that nothing is forgotten and can be communicated, as well as a checklist that includes in detail all the steps of the procedure used and **social distancing**.  
\* PHOTOGRAPHIC RECORDS OF THE TEAM IN PREPARATION

## PREVENTION AND CONTROL PLAN

Check the update and practice of the Legionella Prevention and Control Plan, we do not need more bacteria!

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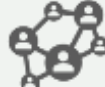
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# ACTIONS

## PROCEEDINGS DURING QUARANTINE

- (A) Ensure it is cleaned once a week
- (B) Empty and disinfect all garbage points
- (C) Clean and disinfect all decoration items and furniture
- (D) Redefine thermostats to 20 degrees
- (E) Redefine lighting timers
- (F) Remove all food from refrigerators and cold stores so that it can be switched off and cleaned
- (G) Hygienizer and completely cover all kitchen utensils, cups, cutlery and crockery
- (H) Store all equipment and materials in meeting rooms
- (I) Turn off washing machines and turn off access to water
- (J) Switch off all lighting and equipment in rooms
- (K) Remove bedding and decorative clothing
- (L) Remove, disinfect and store all wc's amenities
- (M) Block all rooms and accesses
- (N) Disconnect the equipment from the pool, but make sure that the safety equipment is properly tidy and accessible
- (O) Display closure signs
- (Q) Develop small maintenance operations
- (Q) Review and adapt cleaning procedures and checklist
- (R) Manage the inventory
- (S) Prepare to relocate offices and reorganize workspaces while safeguarding safety distances
- (T) Turn off the gas
- (U) Turn off the pilot lights
- (V) Disconnect equipment from fitness area
- (W) Check the battery of the doors
- (X) Remove batteries from TV controls
- (Y) Remove batteries from other equipment (e.g. AC controls)
- (Z) Turn off all unnecessary power (goal of reducing total power)

# TERM

VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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ECONOMIC  
SUSTAINABILITY

SOCIO-CULTURAL  
SUSTAINABILITY

ENVIRONMENTAL  
SUSTAINABILITY

HEALTH  
SUSTAINABILITY

# ACTIONS

## EMPOWER

Involve and empower staff for new procedures.

## CHECK IN CHECK OUT

Review and shorten procedures that require some proximity, increase distance. Ensure temporary windows between check-in and check-out that allow for airing and disinfecting of spaces.

## BREAKFASTS

Reorganize your breakfast spaces or think of new ways: different times, breakfast services in the rooms or in check-list version and not buffet .

## INDOOR PUBLIC SPACES

Reorganize spaces to reduce the number of people to use each space.

## SUITABLE ROOM FOR ISOLATION

Adequate space for isolation should be set aside to meet the requirements determined by the Health Authorities for any customer or employee showing symptoms of the virus.

# TERM

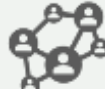
VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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# ACTIONS

## EVALUATE STOCKS AND PPE'S

Ensure you have all materials and PPE's: gloves, mask, disinfectant gel, disinfection cleansers and other chemicals.

## PROTOCOL

Create a protocol for possible emergency situations.

## DRILLS

Schedule fire drills and test the company's capacity and knowledge of employees in the application of the measures defined in the emergency protocol. And communicate...

# TERM

VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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# ACTIONS

## PROTECT THE EMPLOYEES

Ensure the well-being of employees by instituting appropriate control and health measures; **check with your Health and Safety at Work company on the need to update occupational risk control measures.**

## CREATE NEW SERVICES

Integrate the possibility of requesting a doctor *on demand*, for companies further away from hospital centers (+20mn). Establish partnership with local doctor.

## NOURISHMENT

Establish more stringent food safety measures.

## HEALTHY PRACTICES

Encourage customers and employees to adopt healthy practices.

# TERM

VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)
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VERY SHORT (1 month)	SHORT (1-3 months)	MEDIUM (> 3 months)



# REMEMBER...

When you hit rock bottom, it means the only way is back up.

It's essential to be alert, ready to act.

Do now what you had no time to do before.

Don't leave it till tomorrow!

Keep an holistic approach to your values and link this to strategies for sustainability and social wellbeing. It will pay off!

Don't deceive yourself, it won't be easy! We won't go back to the life we knew, but we can get better and stronger to a new life!

Don't give up! Be perseverant and take every small chance!

See you later...

## ANALYZE

## ADAPT

## MAKE IT HAPPEN!





**#TOGETHER  
WE ARE  
STRONGER**

*Responsible Tourism Institute would like to thank you Biopshere Portugal for  
this guide*

