

# COVID-19 recovery



**C O M P L E T E**  
HOSPITALITY

Best practice guidance for  
hospitality operators

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# COVID-19 RESTART SUPPORT

As the world starts to make movements on a route back to the “new normal”, Complete Hospitality can work with you to plan and implement a bespoke recovery strategy for your hospitality business.

Using government and industry guidance, we will work with you to review your operation and formulate a best practice approach to re-opening.

Complete Hospitality can assist with all aspects of your business including: HR, Operations, Revenue Management, Sales and Marketing

At Complete Hospitality we are able to provide specialist knowledge for all areas of your business. Our team possess practical experience of all hospitality disciplines, however, should intensive specialist support be required, our network of selected partners can deliver this.

## Commercial

Revenue Management  
Sales & Marketing  
Performance Analysis

## Operations

IT & Systems  
Property & Maintenance  
Health & Safety

## Finance

P&L Reviews  
Reporting  
Procurement & Controls

## HR

Recruitment & Selection  
Compliance  
Training & Development



# ACTION PLAN

It is essential you start a recovery plan for your business. Sound financial and operational planning will be the key to the success of your business.

We have outlined some key areas for consideration and can assist you with the implementation by providing the capacity you may not have due to your team being furloughed.

For more information on our services visit our website: [www.complete-hospitality.co.uk](http://www.complete-hospitality.co.uk)

Revenue Management	<ul style="list-style-type: none"> <li>• It is essential to have a recovery revenue strategy in place; historical reference points for pricing are now rendered useless. Price is now dependent on customers perception of value. Rate reduction and discounting is dangerous and will have a detrimental impact on recovery</li> <li>• Consider technology to maximise revenue: upselling software, sale of value-added packages</li> <li>• Drive customer confidence through removal of booking barriers; length of stay restrictions, flexible cancellation policies, promotion of a book direct message</li> <li>• Focus on the staycation market; 3-4 day breaks</li> <li>• Review OTA extranet content</li> <li>• Ensure booking availability into 2021-22</li> <li>• Consider rescheduled event demand</li> <li>• Focus on customer retention</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>• Cleaning and “physical” distancing will be top of people’s priority list: Drive customer confidence through the promotion of your actions</li> <li>• Consider installation of door opening and closing devices</li> <li>• Additional hygiene measures to be implemented: sanitisation stations, signage etc.</li> <li>• Ensure routine compliance checks are carried out: Fire alarms, water testing and cycles</li> </ul>
Guest Rooms	<ul style="list-style-type: none"> <li>• Strip back guest rooms to reduce contact and touch points</li> <li>• PPE and guest cleanliness amenity kits to be considered</li> <li>• Implement new deep clean and disinfect procedures</li> </ul>
Reception & Public Spaces	<ul style="list-style-type: none"> <li>• Consider guest flow, social distancing signage and sanitiser stations</li> <li>• Source and install plexiglass screening where required</li> <li>• Consider the use of technology to reduce guest contact; online check in, contactless payments, express checkout</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Establish and maintain communication channels with team: duty of care for team wellbeing</li> <li>• Consider the structure of your team: efficiencies, furlough process, possible redundancies, upskilling</li> <li>• Review HR processes; contracts, RTW checks, induction, employee handbooks, policies, training etc.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Consider requirement of internal finance team or outsource to hotel accountants</li> <li>• Is management information available</li> <li>• Calculate breakeven point for re-opening</li> <li>• Produce new financial forecasts and budgets</li> </ul>
F&B	<ul style="list-style-type: none"> <li>• Simplify the operation: grab and go breakfast, adjustment to menu content, menu optimisation, consider kitchen layout and cross over</li> <li>• Consider use of technology for ordering and contactless payments</li> <li>• Plan for physical distancing whilst minimising aesthetic disruption</li> <li>• Review and create SOP’s</li> </ul>
Meetings and Events	<ul style="list-style-type: none"> <li>• Repurpose space, out of the box thinking, physical distancing</li> <li>• Consider new exclusive use packages and review event collateral</li> <li>• Review event booking procedures, processes, T&amp;C’s and contracts</li> </ul>
Sales and Marketing	<ul style="list-style-type: none"> <li>• Maintain effective communication channels with customers</li> <li>• Review social media and prioritise channels – switch off unused channels</li> <li>• Review website content and messaging</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• Review contracts and streamline supplies</li> <li>• Evaluate supplier costs</li> <li>• Plan for supply distribution</li> </ul>

# Who we are

We are independent consultants who specialise in organisational improvement and development.

As the world starts to make movements on a route back to the “new normal”, Complete Hospitality can work with you to plan and implement a bespoke recovery strategy for your hospitality business.

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Director

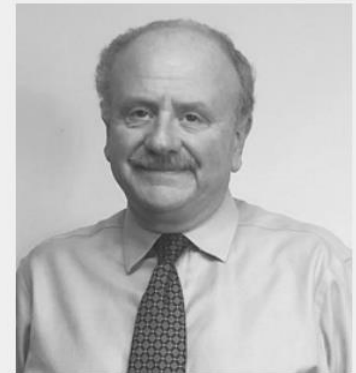
**Mervyn Parrish**, BA | MIH

An experienced and dedicated industry professional with extensive knowledge of all aspects of hospitality including hotels, restaurants and outdoor events.

First-class analytical and problem-solving skills. Proven leadership qualities which include managing, developing and motivating teams and businesses to achieve their objectives.

Long term strategic planning ability to develop and market businesses. Multi brand experience including Hilton, IHG, Best Western and Choice in roles including Operations Director and General Manager.

Owned and operated three hotels which all developed and were sold within three years.



Director

**John Teasdale**, BA (Hons) | MIH

A dedicated hospitality professional with a unique blend of practical and strategic experience and a proven track record in delivering excellent owner returns. Driven to maximize revenue generating opportunities and deliver exceptional profit conversions, without compromising customer experience. A task orientated project manager with a reputation of delivering on time and to budget. A strong commercial leader possessing outstanding work ethic and integrity, who strives to empower and develop teams to achieve exceptional results. Customer focused with a key emphasis on standards delivery and the importance of guest journey. Championed excellence in cost control measures and efficiency drivers to ensure achievement of targeted KPI's.

## Our clients include

