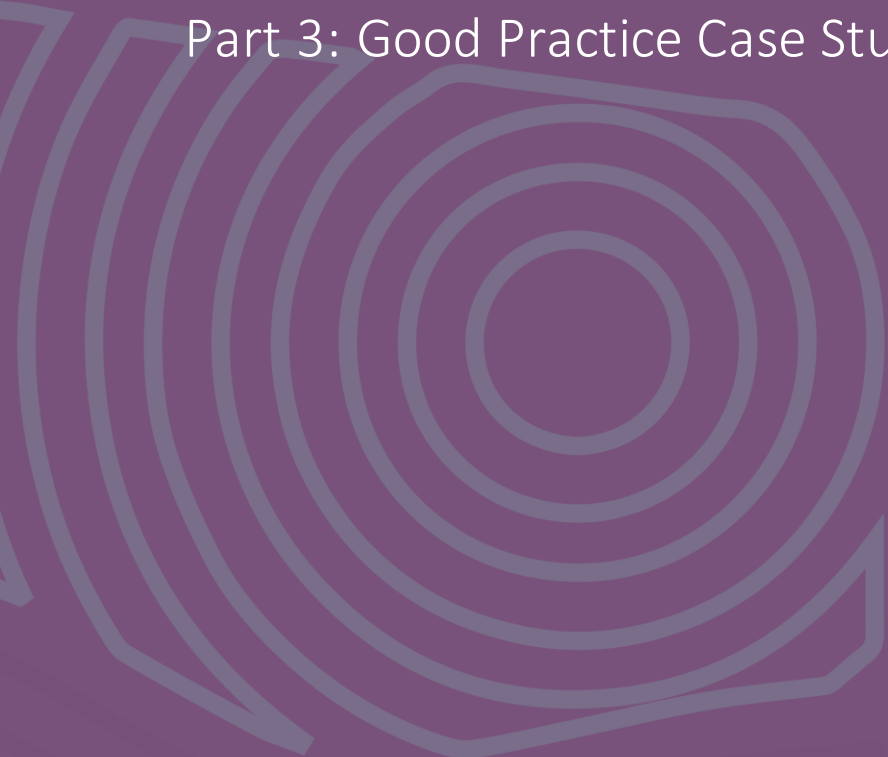


European Needs Analysis on Crisis Management for Tourism SMEs

Part 3: Good Practice Case Studies



Navigating
Tourism
Crisis Recovery



Co-funded by the
Erasmus+ Programme
of the European Union

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INTRODUCTION

The final report for Intellectual Output (IO) 1 contains six elements:

- Introduction and Methodology
- Online Research
- Good Practice Case Studies
- Literature Review
- Analysis of Industry Interviews
- Competence Framework and Conclusions

All of these resources are designed for either self-learning or to be used in a more formal educational structure. This document forms part three: Good Practice Case Studies. Please visit <https://www.tourismrecovery.eu/resources/> for the full suite of IO1 reports.

GOOD PRACTICE CASE STUDIES

Iceland

Friðheimar - a company that puts responsibility at the forefront

Friðheimar is a family run business in South Iceland that runs miscellaneous operations: restaurant, green-house, and an equestrian centre. The family started growing tomatoes in 1995, and since they were also horse enthusiasts, they decided to build an equestrian centre to start a horse tourism business. When visitors started to come, they showed a lot of interest in the green-house operation and wanted to know more about how it is possible to grow tomatoes so far north. Thus, in 2013 the owners decided to open the green house for guided tours and subsequently a restaurant was open within one of the greenhouses. The menu is solely based on tomato related dishes such as tomato soup, tomato beer, tomato ice-cream etc. The waiters were trained to inform their guests about the horticulture industry in Iceland, in particular the tomato production. The restaurant quickly became very popular. In 2019 around 190 thousand tourists visited Friðheimar opposed to 900 the year 2008. As a result, Friðheimar grew and in the year 2017, the family employed 35 people all year around and during the summertime there were about 49 during employees. Friðheimar has gotten various business recognitions, the last one 2020 when Friðheimar were selected by the Icelandic Tourism Cluster an exemplary company in regards to responsible tourism.

The owners of Friðheimar have throughout the years emphasized that their staff is an integral part of their tourism product, and thus they have highlighted the importance of human resource management. In the spring of 2020, the owners realized that the tourism collapse could result in them losing their key staff which would mean a lost investment in training and skill enhancement throughout the years. In order to be able to keep their key (restaurant) staff fully employed, the owners decided to enhance the horticulture operation. The restaurant staff was offered work in the green houses during the crisis period. All the staff accepted this offer.

Friðheimar is a good example of a company that has built on what has been labelled as related variety and that has contributed to the company's resilience so far. Related variety aims at focusing on various types of paths/operations and thus, not putting all the eggs in the same basket. These various paths/operations, however, need to complement each other.

Furthermore, Friðheimar's focus on the importance of the human resource is strongly supported by theories regarding successful crisis management. Thus, studies have shown that enterprises that are flexible and supportive and care about the welfare of employees are better equipped to cope during crisis situations (Hall et al., 2017; Prayag, Spector, Orchiston, & Chowdhury, 2020).



Figure 1. Customers eating in the restaurant in the greenhouse (Photo: Fridheimar.is)



Figure 2. Growing tomatoes in greenhouses (Photo: Fridheimar.is)

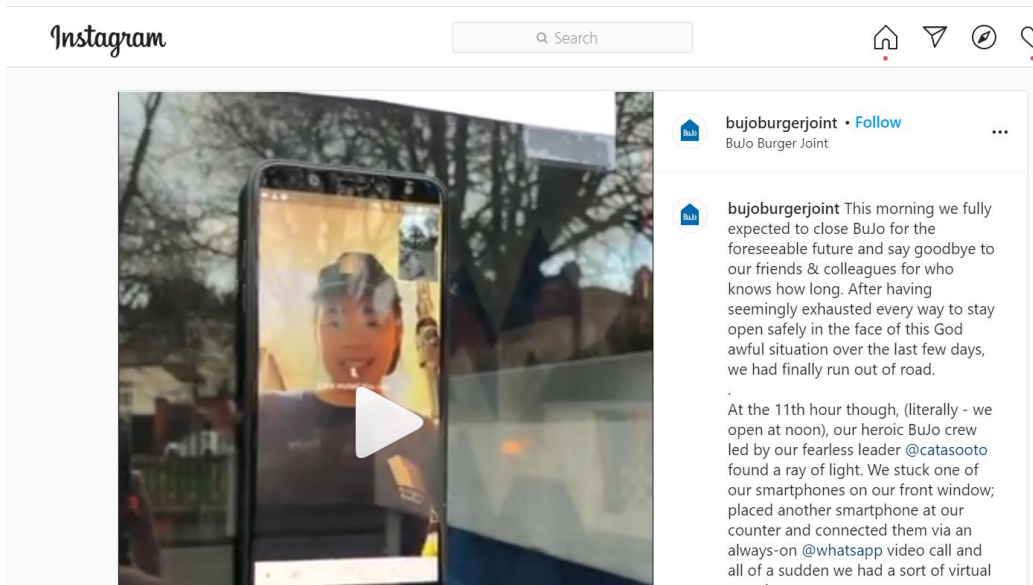


Figure 3. An exhibition of the Icelandic horse (Photo: Fridheimar.is)

Ireland

BuJo, Sandymount, Dublin

A burger bar which reinvented how to do business 'closed'. The owner Michael Sheary created a digital drive-thru using WhatsApp to take orders. While it's very much so a take-it-day-by-day approach, it's a testament to the inventiveness of some business owners, and a clever way to work around the social distancing guidelines.



'We stuck one of our smartphones on our front window; placed another smartphone at our counter and connected them via an always-on @whatsapp video call and all of a sudden we had a sort of virtual portal. It provided the social distance, (no guests allowed on the premises); a contactless pick-up service, (we simply delivered our guests order to them or their car), and a sprinkle of BuJo hospitality with our front of house team on the screen to take orders all St. Patrick's Day from our very loyal friends & neighbours in Sandymount. It wasn't and isn't perfect, but we are still, barely, open for at least one more day'.

IMPASTO – Restaurant (Dublin)



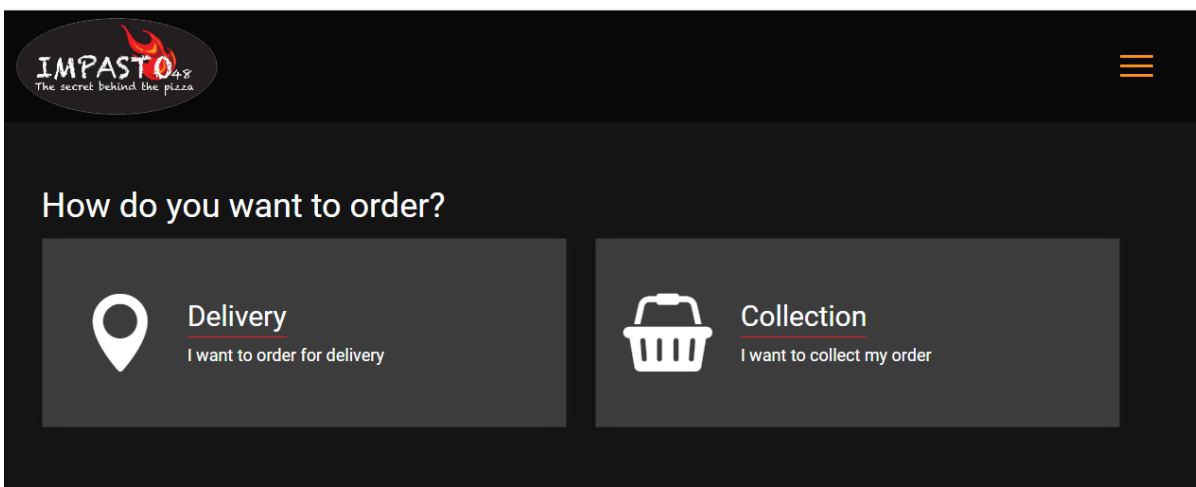
Flipdish gives us, possibly the best software available to restaurants for takeaway and delivery. A lot of our customers have raved about how easy it is to order as soon as you hit our website.

‘We’ve been through unbelievable challenges like many restaurants, we had to focus mainly on takeaway and delivery and we found a brilliant partner in Flipdish.

“They held our hand from start to finish, the setup was amazing, their platform is absolutely second to none and flipdish was a perfect fit for us.”

[FlipDish Food Web Ordering](#) Your own branded food ordering / click and collect website.

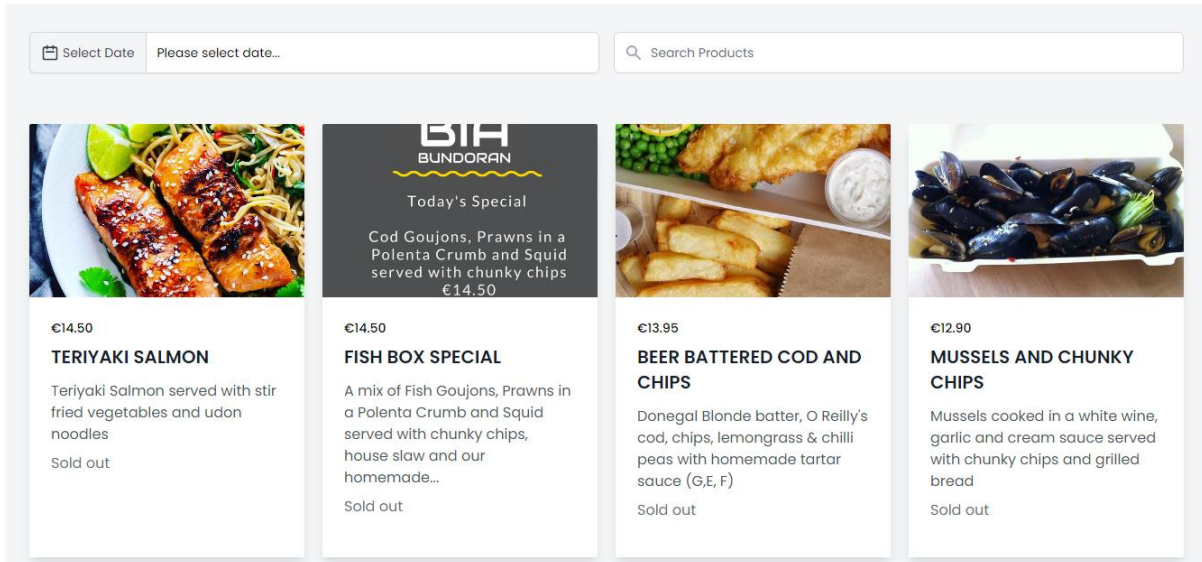
<https://www.flipdish.com/ie/customers/>



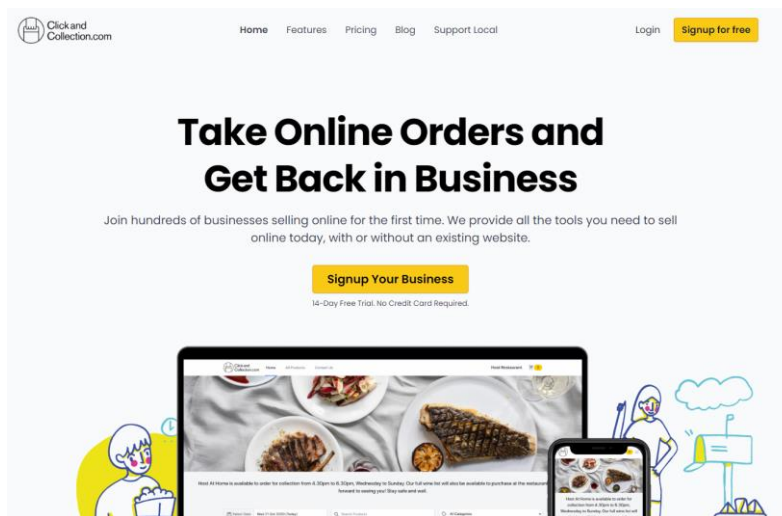
Bia Bundoran, County Donegal

Are you in the mood for good food ? Our menu offers something for everyone using the freshest local ingredients. From fish lovers to burger enthusiasts, vegetarians to gluten intolerance we have got you covered. If your preferred slot time is full, feel free to ring us on 0870518592 and we will try our best to accommodate you. Opening hours Thursday 4.45 - 8 pm, Friday and Saturday 4.45 pm - 9 pm and Sunday 4.45pm -8.00 pm

Please come to Bia Bundoran(Donegal English Language School), West End, Bundoran, F94 X997 at your designated time. Please come up to the door and we will give you your order.



Use [click and collection.com](https://clickandcollection.com)



Pandini's Restaurants, Ireland

Uses Nuacom for its bookings and online restaurant functions – features voice, mail to mail, call recording (to go back and check your orders), App developed for on the go and organise call, SMS for promotions, the lines are never busy can take all calls at the same time.

Nuacom, is a Maynooth-based cloud phone service that has seen an uptick in demand as employees adjust to working from home. Restaurants are doing a lot more business over the phone now. To limit the number of employees on site, many restaurants have turned to cloud-based phone systems so that employees who take calls and orders can work from home.

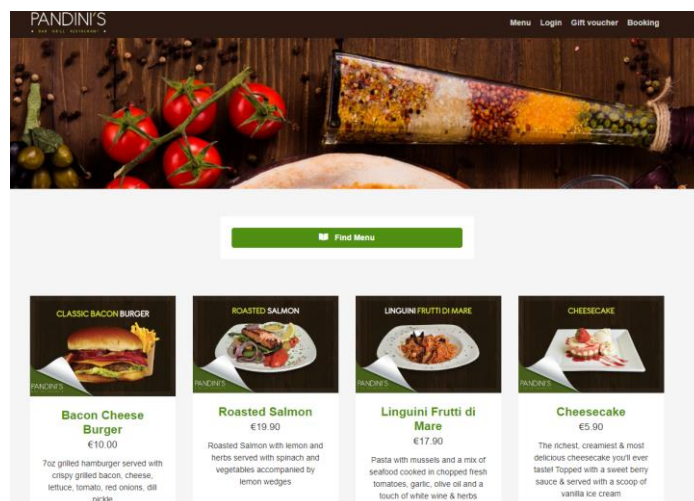
"The system has lots of nice features but the most important is the lines are never busy." Michael Mazilu, Owner, Pandinis Restaurant

"There are a couple of employees preparing food on site, respecting physical-distancing in the kitchen," he said. "Then they have people who take orders, who work from home, and they place the orders into the point of sale remotely to send orders to the kitchen.

"The phones have become an important part of the business, because before this they were only used for bookings."



See how Pandini's managed to improve the customer service quality and also reduce the running cost of telecom by adopting the NUACOM cloud phone system. Cloud phone system, Business Phone System, Voip Phone System, Office Phone System, Phone System for small business, Telephony, IP Phones, Irish telecom provider, Irish phone system provider, Irish Voip Provider...



Germany

The Paderborn Cultural Office describes how to hold open-air events in a Corona-compliant way. With their best practice approach, they try to support the regional tourism industry. In the study, different open-air events were analysed and compared. This resulted in various recommendations for action that should make it possible for organisers and cities to hold smooth events even during the pandemic while complying with regulations. Events help the tourism industry to attract day tourists to cities on the one hand and to promote the number of overnight stays in various hospitality businesses on the other. The aim is to support the event industry in 2021 and to enable open-air events. Consequently, the perspective of cultural workers such as artists and event technicians, who set up and dismantle the stages and technology, should also be improved.

Based on the analysis of various open-air events, various recommendations were made. These recommendations were divided into ten points (entry and exit, minimum distance, guest registration, catering, mouth-to-nose coverage, sanitary facilities, seating, artists and staff, duration of the event) as well as supplemented by a checklist. For example, prior registration of visitors is recommended to relieve and equalise entry, markings on the floor, and one-way systems facilitate compliance with the minimum distance, and digital registration of visitors helps to ensure traceability. In terms of catering, the alternative is given to only give out bottled drinks and allow visitors to bring their own food. A compensation could take place through a corkage fee. There should be a distance of at least 1.5 metres between chairs and an attempt should be made to divide the event over several days and runs. Artists and others involved in the event should be briefed on the arrangements. These points can be worked through with the help of the checklist.

The Best Case Study of the Paderborn Cultural Office shows the enormous importance of the event industry for tourism. The event industry is a central component of regional tourism.

In addition to the event industry, the catering industry has also had to accept major restrictions and is facing a difficult time and great strain due to various restrictions and "lockdowns". Restaurants benefit from good tourism in the region, but they also contribute an indisputable part to the added value in the tourism industry. It was all the harder for restaurateurs to have to close their doors and no longer be able to serve guests in the restaurant since the "lockdown light". However, an anonymous consultation case shows how it can be achieved to creatively rely on other solutions in order not to rely exclusively on financial aid from the state.

The restaurant has 60 seats and offers mainly home-style cooking. Online offers and takeaway orders hardly played a role in the normal regular business before Corona. In the first lockdown, the focus was on selling food away from home for the first time. Regular customers, who make up 60% of the restaurant's customers, supported the restaurant and accepted the new offer well. In addition, state aid such as subsidies and short-time allowances were applied for.

With the opening after the first lockdown in spring, a comprehensive hygiene concept was developed. The concept prescribed, for example, the reduction of tables and the compulsory wearing of masks by guests. With the development of the case numbers in October, a "Plan B" was developed for a renewed closure of the catering trade. In an inventory it was found that although the takeaway sales were well received, the offers were not advertised, nor was the website adapted. Consequently, there were not many new customers.

Based on the stocktaking, a "Corona concept" was developed, which should bring the restaurant through the "lockdown light" financially, but also have positive effects for the time after the closure. First of all, the homepage was adapted. Guests can now order from a selection of dishes that change 1-2 times a week by mail or online. In addition, the menu has been adapted and reduced in size. This has the advantage of being able to prepare dishes freshly and to guarantee an optimal taste experience; in addition, the lower use of materials and goods has resulted in a reduction in the amount of throwaways. A bonus system is also intended to strengthen customer loyalty. New customers are to be attracted by flyers pointing out the current offer.

The first results were quite positive and provided information for further planning. For example, a delivery service for businesses and self-employed people in the area is planned. Finally, it can be said that catering businesses in particular were hit hard by the lockdowns. New concepts and changes in the business model were needed quickly. Above all, however, the creativity and staying power of the restaurateurs is needed.

Spain

Galicia

The current situation in Galicia at the tourist level does not differ from many other parts of the planet, and especially from the rest of Spain. Tourism is a key sector in the Galician economy, which in the face of the current pandemic has been totally paralyzed. That is why the Autonomous Community of Galicia, aware of the situation and needs of the sector, publishes on May 5, 2020, through the Consellería de Cultura e Turismo da Xunta de Galicia its reactivation plan after COVID-19 for two key sectors: culture and tourism.

This plan contemplates an investment of 27 million euros and about 50 measures for both sectors, with three main objectives:

- Promote employment
- Generate liquidity
- Reactivate consumption

The document proposes nine lines of action with an investment of 11 million for the tourist activity and 10.6 million for the cultural sector, in addition to 5.1 million for cross-cutting measures included in the Xacobeo 2021. Four of these areas are focused on the tourism sector, including a total of 24 measures.

- Promotion actions in Galicia and reactivation of demand
- Creation of new tourism products
- Support to the business fabric and maintenance of tourism employment
- Training, competitiveness, and innovation.

A priori it is observed that these axes are of help to reactivate the tourist activity after this circumstantial stop, but that they also serve as a starting point to continue working on a tourist strategy in this community in the medium and long term. An example of this are the measures related to the training of the sector or the creation of new products. These measures are summarized below.

Actions to promote and reactivate demand

- This first axis includes six measures, three of them with an impact on employment, reactivation, and liquidity, and three only on reactivation. Those with the broadest impact are: New actions to promote the Galicia destination. With three key actions: reformulating the current communication campaign adapting to the new context, emphasizing the strengths in a post-COVID-19 scenario; aimed at the domestic market in the early stages, to gradually resume the international market; and something fundamental, all with public-private coordination.
- Promotion of MICE tourism: it is proposed to promote Galicia as a MICE destination, for which a hygienic-sanitary adaptation of companies in the sector to the new reality is essential.
- Establish an agreement with the professional guides of Galicia: it seeks to reactivate the activity of this group and the creation of the product "Meet Galicia" that travel agencies could offer. All this under a climate of sanitary guarantees and sector training.

And three measures with an impact on reactivation:

- Application of BIG DATA to the post-health crisis tourism industry: this path intends to monitor tourist flows and adapt the offer to specific demand, as well as orient promotional actions.

- Design of actions for tourist city councils for the implementation of hygienic-sanitary measures: reinforcement of municipal coordination to promote the image of Galicia as a safe destination in terms of hygienic-sanitary factors.
- Promotion of the creation of gastronomic product: promotion of the development of tourist products associated with gastronomy, since the quality of this resource is one of the great value elements of this destination.

Creation of new tourism products

This axis includes a total of seven measures, four of them with a social impact at three levels (employment, reactivation, and liquidity), two at an intermediate level (reactivation and liquidity), and one of them only at the reactivation level. The broadest are:

- Agreement of the tour operator sector for the promotion of Galicia and the creation of new products. Use of multichannel platforms for the promotion and creation of new products, as well as the promotion of products in new strategic areas.
- Promotion of geo-destinations for the creation of new tourism products: collaboration of the Xunta with the entities that manage geo-destinations.
- Agreement with the Galician Association of Axencias de Viaxes: collaboration and support for this group.
- Agreement with the Active Tourism Association: to readapt the equipment to hygienic-sanitary conditions, promote and improve the sector and train it in new technologies (especially for promotional channels).

The two measures at the intermediate level are:

- Thematic visits to "A outra Galicia": free guided tour of the city chosen by those who have stays of 2 or 3 days in the same hotel (July to September). Two modalities: couples/family group and associations and groups.
- Agreement with the Wine Routes: promotion of a promotional campaign, action protocols against coronavirus, and adaptation of these activities to the new hygienic-sanitary requirements.

And finally a measure only at the reactivation level, an agreement with hotel chains to promote holiday exchanges.

Support to the business fabric for the maintenance of tourism

- In this axis there are five proposed measures, the first three of social impact at three levels (employment, reactivation, and liquidity) and the last two at the liquidity level:
- "Galicia Safe Destination" Program: reformulation and promotion of tourist products adapted to the new hygienic-sanitary situation.
- Support for hygienic-sanitary adaptation for hotel establishments and tourist accommodation: support for the implementation of hygienic-sanitary measures and sanitary protocols.
- Health safety certification for tourist establishments: it seeks to favor the incorporation of hygienic-sanitary criteria in the existing certification processes.
- Support for financing and dialogue with financial entities: facilitate financing by financial entities in the event of cancellations made in this sector.
- "Stay in Galicia" program for the free financing of tourist activities: it seeks to offer free financing through collaboration with banks, for the purchase of tourist products to enjoy in Galicia; aimed at residents in Galicia and local tourism.

Training, competitiveness, and innovation

- A total of seven measures, four at all impact levels, two at the employment and reactivation level, and one at the reactivation level:
- Solidarity bonus for the consumption of tourist products: to encourage tourist consumption with a multiplier effect and give workers a social / family break.
- Drafting of the 2030 Post-COVID-19 Tourism Strategy: create a committee of experts to prepare the 2030 plan, taking into account the future implications of this crisis.
- Training plan in the tourism field: improvement of professional training. Reinforcement of online training and inclusion of new training programs in the hygienic-sanitary field.
- Preparation of hygienic-sanitary manuals in the field of tourism: preparation of protocols and manuals in this field.
- Online consulting and advice program for the tourism sector: online consulting and personalized measures for each business area.
- Observatory for tourism innovation and sustainability: a reference space for all the actors involved in improving the tourism sector.
- Online marketing platform: a new platform for wine tourism experiences to encourage online reservations

Scotland

1. *Nithbank Country Estate*

Nithbank Country Estate is an award winning country house B&B in Dumfries & Galloway, with an explicit commitment to responsible tourism, particularly in relation to working with the local community and wildlife conservation. Responding to the threat from the pandemic its owner, Melanie Allan, owner, stated:

Here at Nithbank, we champion responsible tourism through collaboration: 'Always Local First' making a conscious choice to work with some great rural businesses. It's easy for us to do this with the support network of the Galloway and Southern Ayrshire UNESCO Biosphere. There is a vibrant cohort of like-minded, conscious businesses who inspire us every day and share the passion for our 'world class environment'. It really is about nurturing stories and creating opportunities to make your business stand out leaving guests inspired and eager for a future visit.

The guest experience is really important to us, we decided early on, that despite managing the extra demands of COVID-19, we would not compromise on the luxury touches we provide. It's more important now than ever, that our guest's experience surpasses their expectations.

Post-lockdown, we offer more, not less. That's providing guests with more luxuries, more advice and more of our time! We have a big job to do, to encourage our visitors to take in more of our beautiful surroundings, savour their experiences, spend locally and 'stay a while' which is key to sustaining our business and local economy.

And it's working... since lockdown our guests are staying longer, exploring our recommended routes and enjoying our local produce, with advance bookings coming through well into winter. It has been a very positive start for us.

<https://www.visitscotland.org/news/2020/climate-week-case-study---nithbank-country-estate>

2. Developing Mountain Biking in Scotland: Guide for Businesses

BE COVID-19 AWARE

KEEPING YOU AND YOUR FELLOW RIDERS SAFE

<p>PLAN IN ADVANCE</p> <p>Check facilities and your route online before you travel or ride</p>		<p>STAY LOCAL</p> <p>Stay within 5 miles of home</p>	<p>5 miles</p> 
<p>DON'T GO FAR</p> <p>Ride smaller loops rather than one longer remote ride</p>		<p>BE SELF-SUFFICIENT</p> <p>Bring clothing, equipment & first aid kit</p>	
<p>RIDE WELL WITHIN YOUR LIMITS</p> <p>Only ride trails you have ridden before and are very confident on</p>		<p>KEEP YOUR DISTANCE</p> <p>Maintain a strict 2m distance.</p>	
<p>RIDE WITH MEMBERS OF ONE OTHER HOUSEHOLD PER DAY</p> <p>Maximum of 8 people and maintain social distancing</p>		<p>BE NICE</p> <p>Say hello, give way, smile and wave</p>	
<p>TOILETS CLOSED</p> <p>All indoor facilities including toilets will be closed</p>		<p>USE HAND SANITISER</p> <p>Wash your hands. Bring hand sanitizer with you.</p>	

COVID-19 is a hazard that we are all learning to manage and live with. Please act responsibly. This advice is intended to keep us all safe. Thank you.




<https://www.dmbins.com/developing/covid-19/downloadable-infographics--2>

3. *Scotland's tourism businesses are adapting to survive (The Herald, October 11th, 2020)*

Around 90 minutes' drive north from Inverness and spanning 23,000 acres of dramatic Highland scenery, there are plans that one day Alladale Wilderness Reserve will again be home to lush pine forests and spectacular wildlife, including packs of wolves which once prowled through its deep glens. But while the estate in Ardgay, Sutherland, is rooted in the past, it is also surprisingly modern - precisely the kind of sustainable and innovative business that may well represent the future of tourism in Scotland.

According to recent research from national tourism organisation VisitScotland, the post-pandemic visitor will probably shun previously crowded holiday hotspots in search of spirit-enhancing experiences which offer the chance to 'give back' to nature, perhaps by digging, planting and restoring in places where the air is cleaner. Its Navigating the New Normal insight paper predicts a leap in the number of younger domestic tourists with a conscience; raising the prospect for smart businesses which innovate towards environmentally-friendly and mindful tourism to capitalise on a new leisure industry landscape.

At Alladale, where guests pay well to lose themselves in remote lodges miles from civilisation – albeit with Nutribullets, Nespresso machines and WiFi – there are plans to offer a much deeper 'back to nature' experience. Next year's guests are likely to be offered the chance to play an active role in 'rewilding', by planting trees, creating a wildflower meadow, or helping the estate collect data related to wildlife, flora and fauna. The estate has just taken delivery of an electric 4x4 buggy, powered thanks to the estate's micro-hydro generator. Two electric motorbikes are being trialled.

An aquaponics vegetable garden has been established, again powered by the hydrogenerator which also feeds excess electricity to the national grid. There are further plans to develop other guest activities which require no petrol, diesel or carbon emissions – in line with the national tourism strategy, Scotland Outlook 2030, which suggests a 'reboot' of the sector to help reduce its environmental impact.

Nearly 500 miles away at The Five Turrets in Selkirk, although bruised by the impact of Covid-19 restrictions, Gethin Chamberlain has also created new strands to his self-catering business aimed at capturing emerging demand for 'slow tourism' and nature-themed experiences. He recently launched Go Wild Scotland, a nature and wildlife tour business and is set to create a nature reserve within a woodland plantation alongside Ettrick Water which will offer opportunities for tourists to explore but will also provide local community benefits.

Across the country, tourism businesses are meeting fresh demand from a growing breed of visitors seeking low-impact and often nature-based experiences rather than simply ticking traditional sightseeing boxes. In Stornoway, Immerse Hebrides offers wild swimming experiences in the waters around Lewis and Harris, while at Glenview on the Trotternish Peninsula on Skye, Simon Walloork and partner Kirsty Faulds are masters of innovation.

They launched Glenview as a fine dining restaurant business 13 years ago, gained two AA Rosettes and then switched to a café specialising in pies after finding evening work clashed with family life. The Skye Pie Café is now an occasional pop-up and Glenview has evolved into B&B accommodation, yarn and textile dyeing workshops and a yoga retreat.

"We didn't want to move from here, so we had to adapt and change what we do," says Simon. The pandemic has meant the business has to keep evolving: "We are a bed and breakfast but we now offer evening meals to our guests as people are cautious about going out or the restrictions changing," adds Kirsty.

An online wool shop has helped offset lost footfall trade, and the couple are looking to expand the natural dyeing workshops to meet high tourist demand seeking to combine a holiday with a new skill. "I think for UK folk holidaying at home, a holiday with a twist where you learn a new skill or practice an old one is becoming very popular," she adds.

At Alladale in Sutherland, the manager thinks the pandemic may be the spark required to reboot Scotland's tourism sector for a modern age. "I hope because of Covid people start to realise that we are a part of nature, that we should work with it, not against it," he says. "If there was any moment in our lifetime to step back and really look at the impact of our natural world, this is it. "This is a slap in the face by nature saying enough is enough we need to listen to that and take responsible and change things for the better."

(this is an abridged version of an article from

<https://www.heraldscotland.com/news/18784415.scotlands-tourism-businesses-adapting-survive/>).