

A hiker is seen from behind, standing on a rocky mountain trail. The hiker is wearing a backpack and using a trekking pole. The trail is composed of large, light-colored rocks and patches of snow. In the background, a large, turquoise lake is visible, surrounded by dark, forested mountains. Further back, a range of snow-capped mountains stretches across the horizon under a blue sky with scattered white clouds.

ORIGIN

We think outside.



COVID-19 Response and Recovery Timeline

Contents

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Our Goal

To arm you and your resort teams with rational thinking on the best way to recover from the COVID-19 epidemic as we look towards winter 20.21, and beyond.

Situational uncertainty

We understand that the COVID-19 Pandemic is a rapidly changing situation. The longer the duration of the impact, there is a higher likelihood that each of the steps outlined in this deck will become more critical, and their timelines will be lengthened. The thoughts and steps in this presentation are designed to provide you with tools to evaluate information and determine the next best steps for your organization.

During the crisis: Community Communications

Why?

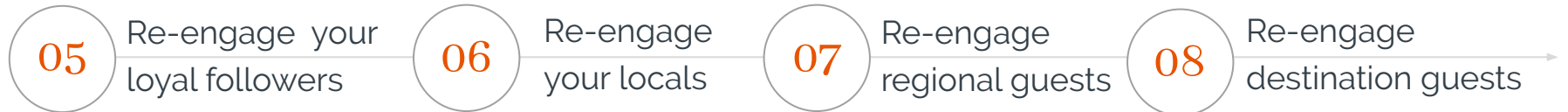
Your community are those closest to you. They are the ones that as the world begins to return to normal, will stand by your side and help raise your brand back up to where it was before COVID-19. During these times of uncertainty, it is more important than ever to connect with your staff, current and future guests, and your customers. At this point in time, your audiences are likely not ready for marketing or standard promotional communications, so take the opportunity to keep them in the loop with decisions that will affect their future relationship with your resort.



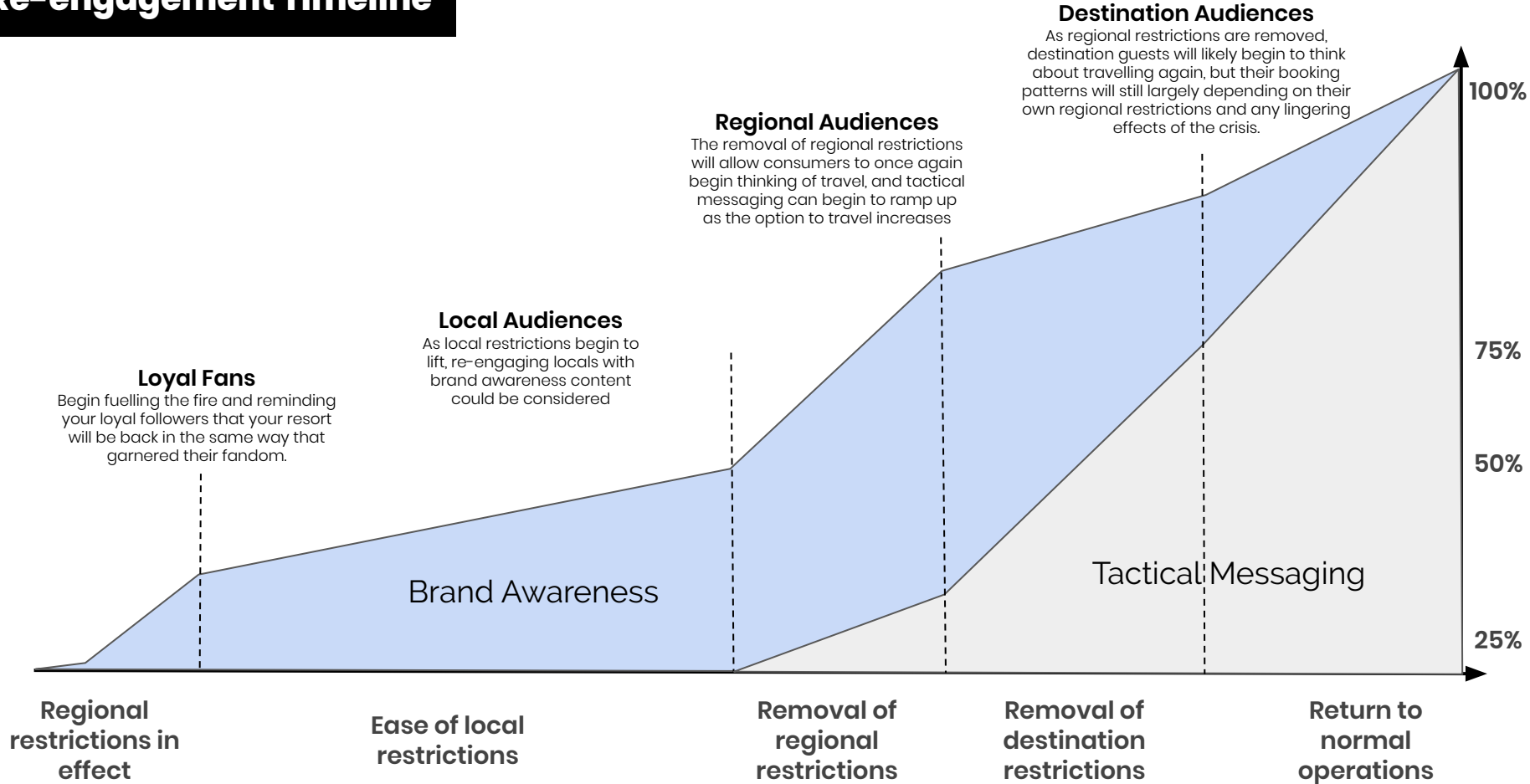
Emerging from the crisis: Brand Re-Engagement

Why?

As we emerge from this crisis, it is still yet to be seen what the impacts of economic impacts, health concerns, and government restrictions will have on the travel industry. The ski industry has suffered a massive blow as nearly all resorts worldwide were forced to cut their 2019/2020 season short. This has left avid ski fans craving more season, and largely thrust the idea of skiing out of the attention of larger audiences of casual enthusiasts. As we look to return to normal operating levels, resorts will have a responsibility to uplift not only their guests, but the industry as a whole. The timing of these phases will largely depend on the length in which the crisis lasts, and how significant the impacts are to the travel industry as a whole.



Re-engagement Timeline



Framework



01 Take Care of Your Staff

Who

- Seasonal staff
- Year round staff

Why

- Your staff will become your greatest advocates - if you respond and communicate effectively.

What

- Essential staff operational shifts
- Supporting staff through temporary layoffs
- Communication with seasonal staff and plans to bring back new seasonal staff next season.

When

- Immediately

How

- Employee communication
- Government support programs
- Modifications to seasonal staff recruitment programs

Framework



02 Take Care of Your Guests still In-Resort

Who

- Guests who are already in your resort

Why

- A positive guest experience will result in easier re-engagement
- Poorly handled handling of in-resort guests has a high chance of becoming a PR disaster

What

- Prompt delivery of alternatives and refunds
- Logistical support where required (airport transfers, airline communications, etc)

When

- Immediately

How

- Email communications
- Open up additional lines of communication including phone, text messaging, social messaging
- Reduce organic social messaging to keep your communications contained to appropriate groups

Framework



03 Pre-Booked Guests*

*For current season and upcoming summer guests

Who

- Guests who have committed bookings for this year, including groups, weddings, and individual travellers

Why

- A positive guest experience will result in postponement as opposed to cancellation, and create greater consumer confidence in your brand in the future.

What

- Communication of when guests can expect their requests to be resolved, even if you can't address their concerns immediately
- Refund Policies vs. postponement options
- Future bookings

When

- In an acceptable lead time that can be handled by your call centre and sales agents.

How

- Communication of timelines via Social Media
- Landing pages with online forms
- Call centers

Framework



04 Existing Pass and Card Holders

Who

- Guests who have either seasons passes or have purchased your multi-day pass product for winter 19.20

Why

- A positive guest experience will result in easier re-engagement, as well as boosting pre-committed revenue for next season

What

- Communication to passholders
- Providing passholders with all of their options
- Any promotions or carryforward on deposits or discounts for the following year

When

- Prior to starting 20.21 pass sales

How

- Email
- Landing pages
- Call centers

The Good News

COVID-19 will go away. At that point in time, it will be imperative that your resort marketing team evaluate the landscape and ensure that you are re-entering the market in a way that will bring business levels back up to normal, while remaining sensitive to any changes that may have occurred to the ski vacation landscape.

Framework



05 Re-engage loyal followers

Who

- Regardless of geography, there are the super-fans that will be with you and your resort through thick and thin.

Why

- Your loyal followers may act as your brand ambassadors, re-assure the ski world that everything will be OK, and will be welcoming to any and all news that you have to share.

What

- Supply your loyal followers with the messaging, content, and interaction that they would expect from your brand.

When

- As positive news surrounding COVID-19 begins to emerge. This audience is dying to hear from you and dream of their next day on the slopes. Fuel that fire sooner rather than later.

How

- Organic social media communication
- Targeted PR
- Re-activation of influencers and community figures
- Recycling of previously popular content

Framework



06 Re-engage locals

Who

- People living in your nearby mountain communities. Those who have made a commitment to skiing as a way of life.

Why

- Consumer confidence in travel may be hindered by the recent travel bans and negative effect that has had on travel. Your local audience will be the first to the lift lines once the chairs start spinning. Additionally, the longer the impacts of COVID-19 are felt, the more we will need to rely on our networks to rally and bring a level of enthusiasm for the ski industry.

What

- Communication around resort policies and operational plans
- Strategies to bring local audiences on-board to re-ignite the ski industry

When

- At the close of local COVID-19 restrictions and social distancing measures.

How

- Organic social media
- Targeted paid social
- Local PR push
- Local events and event planning

Framework



07 Re-engage regional guests

Who

- Guests who do not have to travel far to get to your resort - they will likely arrive by vehicle and visit for 2-7 days.

Why

- Regional guests spread the gap between locals and destination guests. Re-capturing the confidence of your regional guests will be critical in rebuilding destination guests confidence.

What

- Standard media plans and marketing tactics for regional audiences with a focus on sensitive messaging.

When

- Leading up to 19.20 season assuming an early-mid summer end of COVID-19.

How

- Regional media and PR
- Organic social
- Email and landing pages

Framework



08 Re-engage destination guests

Who

- Guests travelling to your resort from outside of your region. Likely staying at your resort for more than two days at a time.

Why

- Destination guests are the key focus for many resorts, as they tend to stay longer, spend more, and come in larger groups.
- Destination guests will likely be the group that take the longest to recover from the impacts of COVID-19.
- Many destination guests are another resorts regional guests. In a society that is more reluctant to travel, this may be the most difficult demographic to re-capture.

What

- Careful evaluation of COVID-19 impacts on your target geographies.
- Standard media plans with a focus on sensitive messaging.

When

- Rolled out in a case-by-case basis as restrictions are lifted within key destination geographies.

How

- Targeted media plans



What's next?

Next steps

- Set up and execute community communications
- Monitor COVID-19 impacts in your region
- Begin planning and curating your messaging strategies
- Monitor COVID-19 impacts to your primary demographics
- Create and execute an appropriate response and re-engagement plan by audience



Additional Resources

Additional Resources

Destinations

5 Tourism Promotion Campaigns Hitting the Right Notes in a Crisis

Rosie Spinks, Skift - Mar 26, 2020 11:00 am



**Skift
Take**

It's a tough time for tourism marketers but going dark isn't necessarily required. Here are some examples of campaigns that are striking the proper tone.

— *Rosie Spinks*

Additional Resources

The Imperative for Innovative Thinking: Tourism Recovery in the Midst of Peak Covid-19



Greg Klassen [Follow](#)

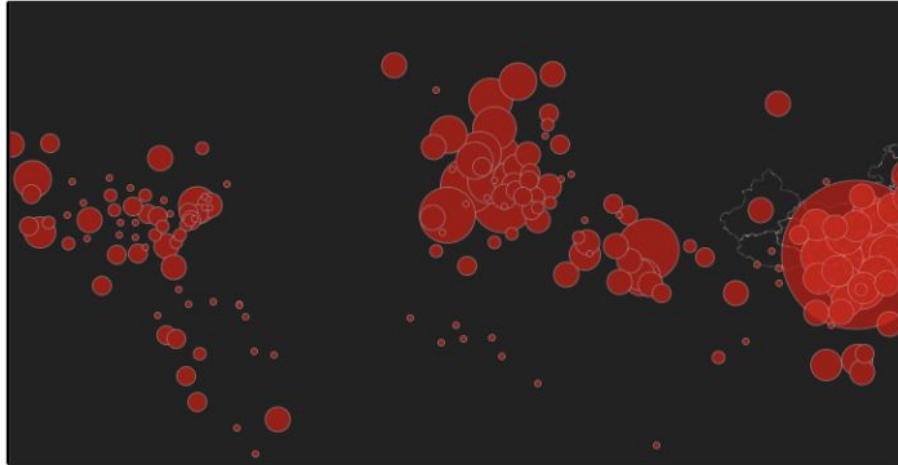
Mar 23 · 5 min read



Recovery, though probable, based on history, may be uneven and uncertain. So, what can Destination Marketing Organizations do now to determine their own path to recovery in the midst of overwhelming negative news?

Additional Resources

How resorts are communicating
COVID-19 updates, changes, and
information.



GREGG
BLANCHARD





Inside Google Marketing: 5 principles guiding our media teams in the wake of the COVID-19 outbreak

Joshua Spanier / March 2020



Thank You

Whistler

#201-1002 Lynham Road
Whistler, BC V0N 1B1

T 604 932 8482

Montréal

#603-55 Mont-Royal Ouest
Montreal, QC H2T 2S6

T 514 842 5252

Vermont

317 Acorn Lane
Shelburne, VT 05482

www.originoutside.com