

Covid-19 Business Resilience Training Programme

Communicating in a Crisis



Miranda Chapman, Pillory Barn

**PILLORY
BARN** /



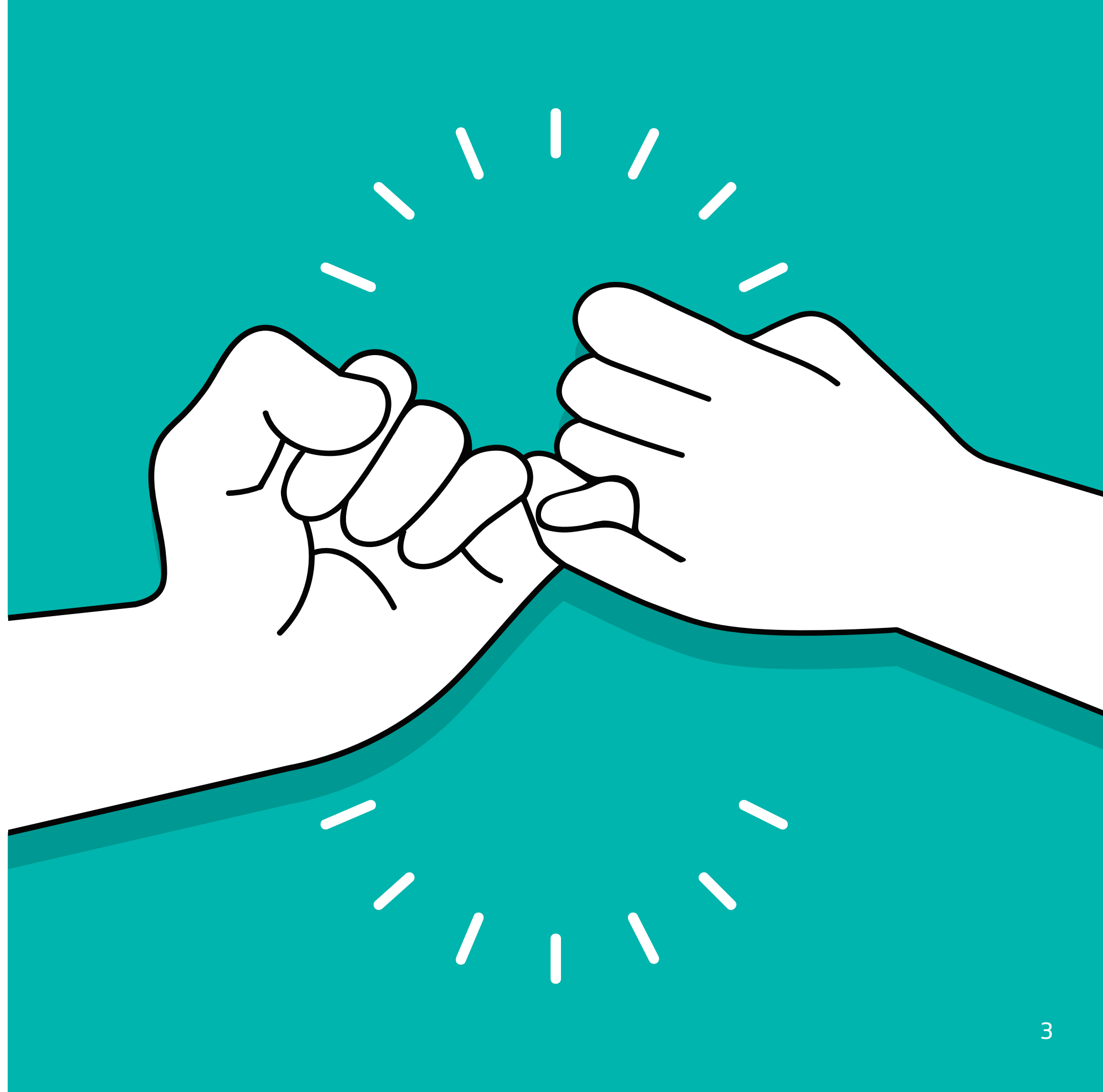
About us

We are storytellers - we tell stories about places



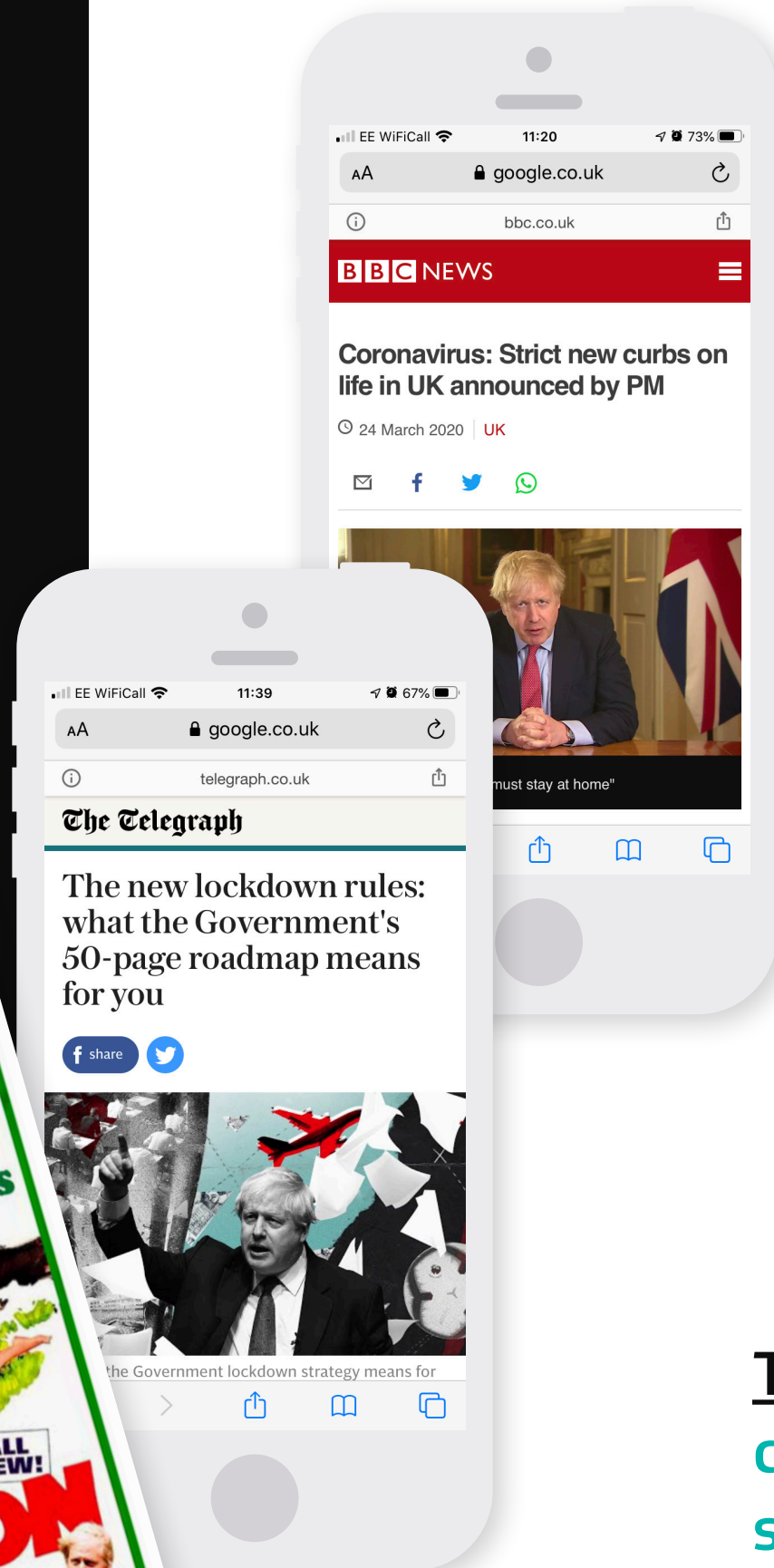
Our promise to you today

Support you in telling
your story through the
Coronavirus crisis and
beyond.



COVID-19:

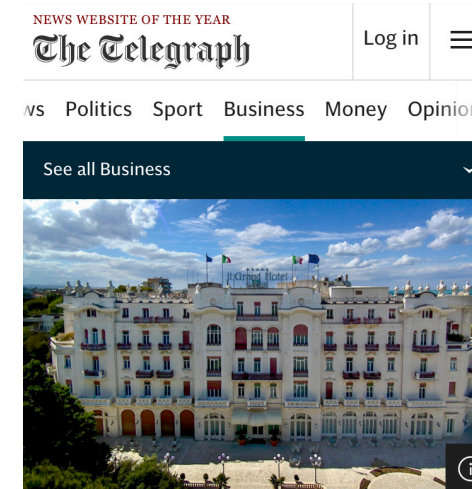
The **story** of the moment



Chancellor warns of 'severe slump' as jobless benefit claims soar to 2.1m

RECESSION LIKE 'WE HAVE NEVER SEEN'

By Martyn Brown
Senior Political Correspondent
BRITAIN faces a recession like nothing seen before, Rishi Sunak warned yesterday.
Three million people may
TURN TO PAGE 4



Hotels could be a blueprint for reopening hospitality



United Kingdom holidays
Welcoming Britain back:
tourism businesses set out
post-lockdown plans

This is a serious and unprecedented crisis, but that doesn't mean you should stop telling your story

Context

Global coronavirus pandemic
UK in lockdown since March
Many businesses temporarily closed
Schools closed
Employees working from home
Recession on the horizon
Road map has been set out for future

Your visitors' state-of-mind

Anxious
Confused
Juggling school / work-from-home
Financial concerns
Bored
Frustrated
Cooped up
Hopeful
Dreaming of life post-lockdown
Want to grab normality

Your story

Making your business relevant and meaningful to future visitors
(early recovery)

Action

This is how you can communicate your story.

“Half of British adults have felt anxious during lockdown” ONS

UK Sentiment



Source: Weekly Consumer Sentiment Tracking on the impact of Covid-19 by BVA BDRC, an international consumer insight company. 18 May 2020.

Mood of the nation

Average mood on scale of one to ten is **6.7** (was 6.1 on 23 March)

53% not confident in government's handling of the crisis (up from 34% the previous week)

45% don't expect things to return to normal this year

Days out

Consumers intend to have days out at an attraction, but not for at least three months

However there is significant increase in intention to visit country parks within next month

Attractions for larger groups of people (e.g. zoos) have the longest lead times (up to 6 months)

UK holidays

Intention to plan and book a UK holiday at highest point since tracking started

Intention is these holidays won't be taken until 6-months' time or more

***1 in 4 people are seeking to engage in digital content in the next month as an alternative to visiting**

UK Sentiment



Source: Weekly Consumer Sentiment
Tracking on the impact of Covid-19 by BVA
BDRC, an international consumer insight
company. 18 May 2020.

Dining Out

Brits increasingly pessimistic about when they
might be able to dine out

Spending

Income is expected to return to normal within six months
Outgoings are also expected to be higher – affecting spending

Overseas Holidays

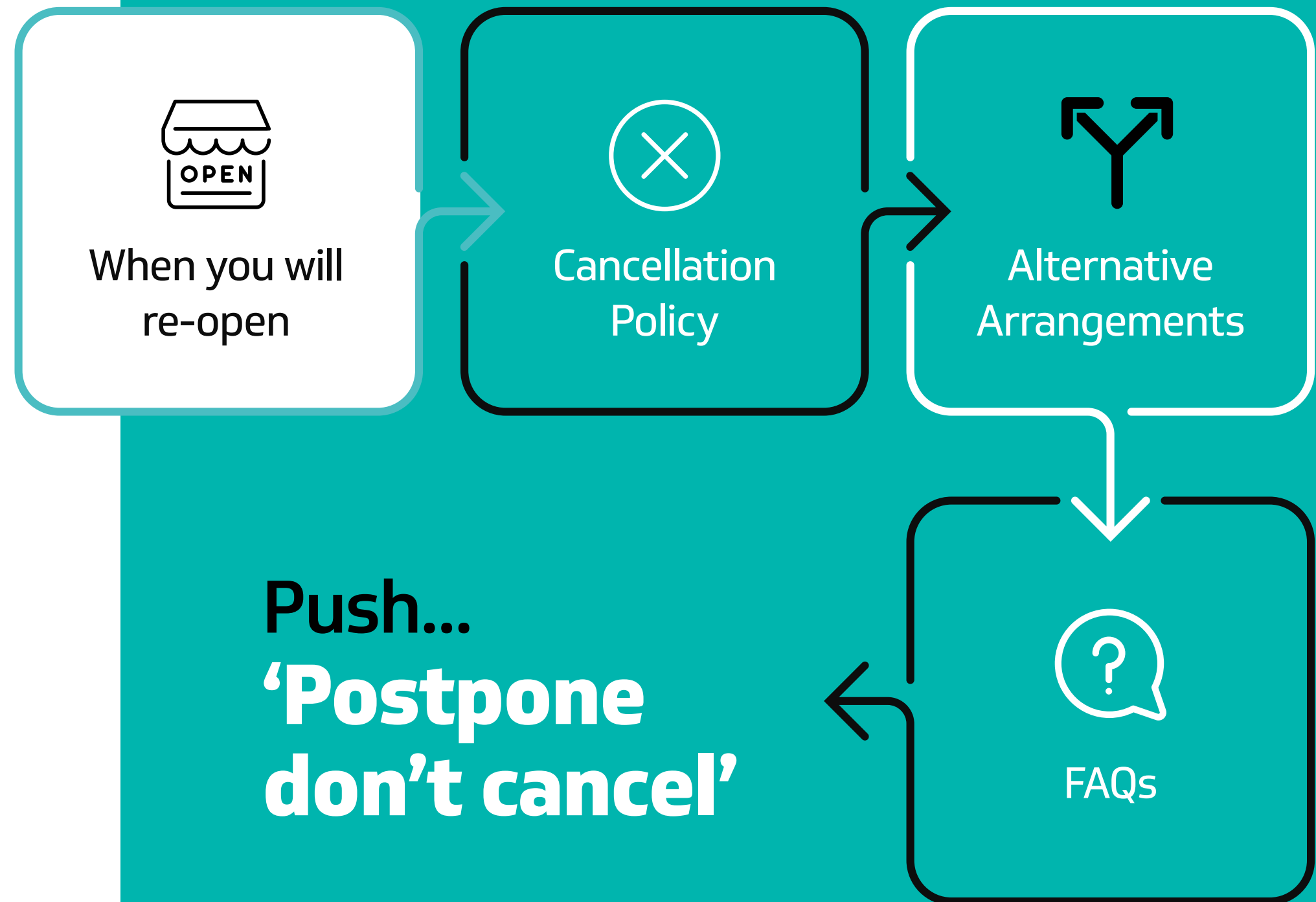
Intention to book an overseas holiday has also risen to new high
But these are for seven months away at the earliest

Communication Phases



Crisis Phase

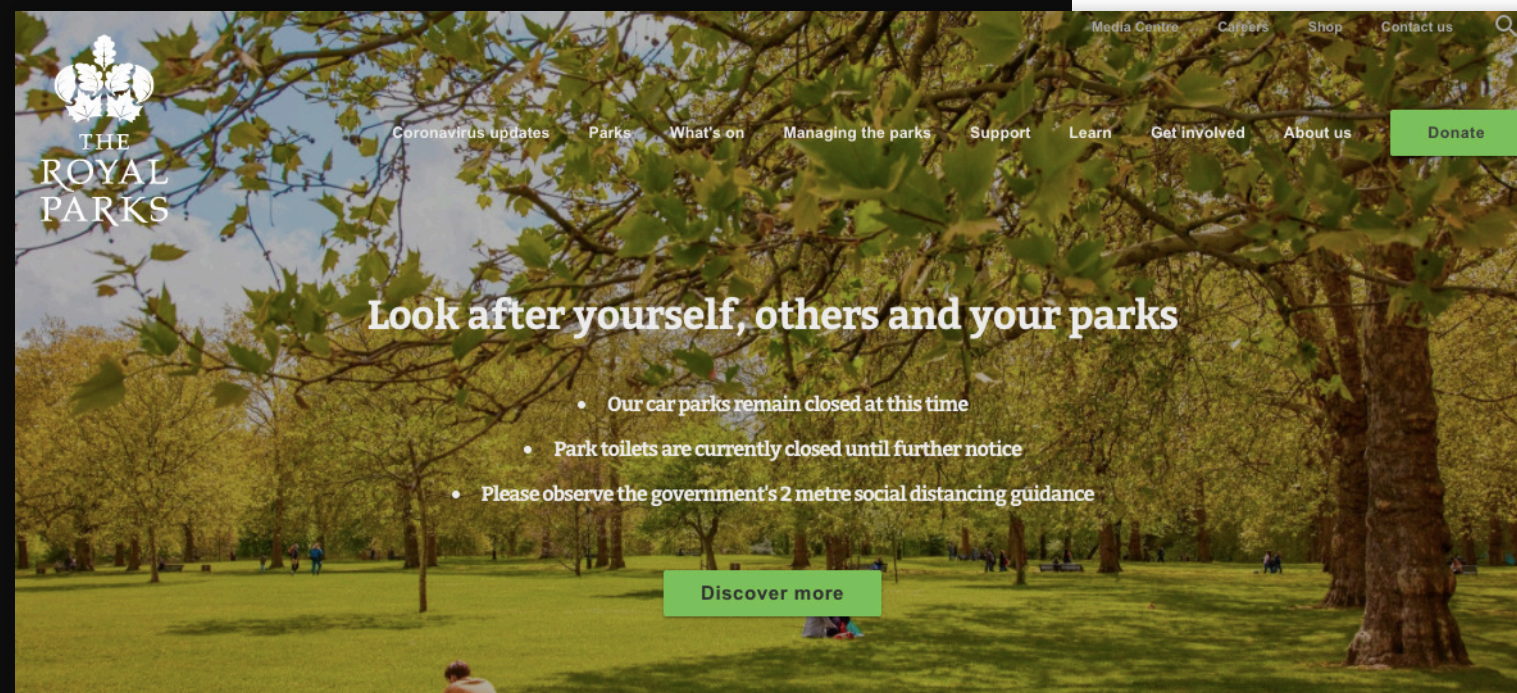
- Mirror government advice
- Check in daily with your DMO – Visit Herts
- Create a factual statement about your current position – to include:



Tone of Voice



Crisis Phase statement



Dear Londoners,

As those responsible for some of London's key open spaces we are not surprised that during these difficult times our parks, green spaces, towpaths and riversides have become a vital part of our national response to coronavirus.

When for many years London's world-beating open spaces have been taken for granted, it is the challenges of a pandemic which have made many people realise just how precious our open spaces are for the millions who live in the capital.

We wrote to Londoners at the start of April asking that you do everything you can to help us keep the spaces open. It has not been easy, but the vast majority of those going out and about have followed the rules and played their part – along with our dedicated staff – in making sure that there have been places where people can go out for their daily exercise.

Now we have reached a new phase and from today some elements of what you can do outside will change. However our message remains the same – please respect any regulations in place at the open spaces you visit – we can only keep our parks and green spaces open if you continue to help us.

Social distancing remains – keep two metres apart from people outside your household. Sitting outside is allowed – but again keeping your distance from those not in your household. It might be that on occasions those working hard to keep these spaces open will ask people to move on as areas are getting too crowded, please respect that and be kind in your response as they are only doing their job to keep open spaces safe. We ask you to support us so we don't risk losing these opportunities.

Try to stay local if you can. If you do need to travel to enjoy open space then consider if it is absolutely necessary, it could put unmanageable pressure on our car parks and public transport if sensible choices are not made. Finally, at the places you visit look out for information on what facilities are open and closed and how they should be used, such as those that might allow limited sports activities.

It is not difficult to help us – it is a question of being alert and sensible, looking out for information, listening to advice and doing the usual responsible things such as taking your litter home and keeping your dog under control. Please also respect those living next to our open spaces and alongside our rivers and canals.

Our teams are working hard because we know how important it is for everyone that the great outdoors is accessible to everyone in London – and we are proud to be part of that effort.

For more information on using London's open spaces please visit: <https://www.london.gov.uk/coronavirus/social-distancing-guidance/london-parks-and-green-spaces-covid-19-guidance>

Yours,

Mark Camley
Executive Director
Parks and Venues

Shaun Dawson
Chief Executive

Tony Leach
Chief Executive

Andrew Scattergood
Chief Executive

Richard Parry
Chief Executive

Colin Buttery
Director, Open Spaces
Department

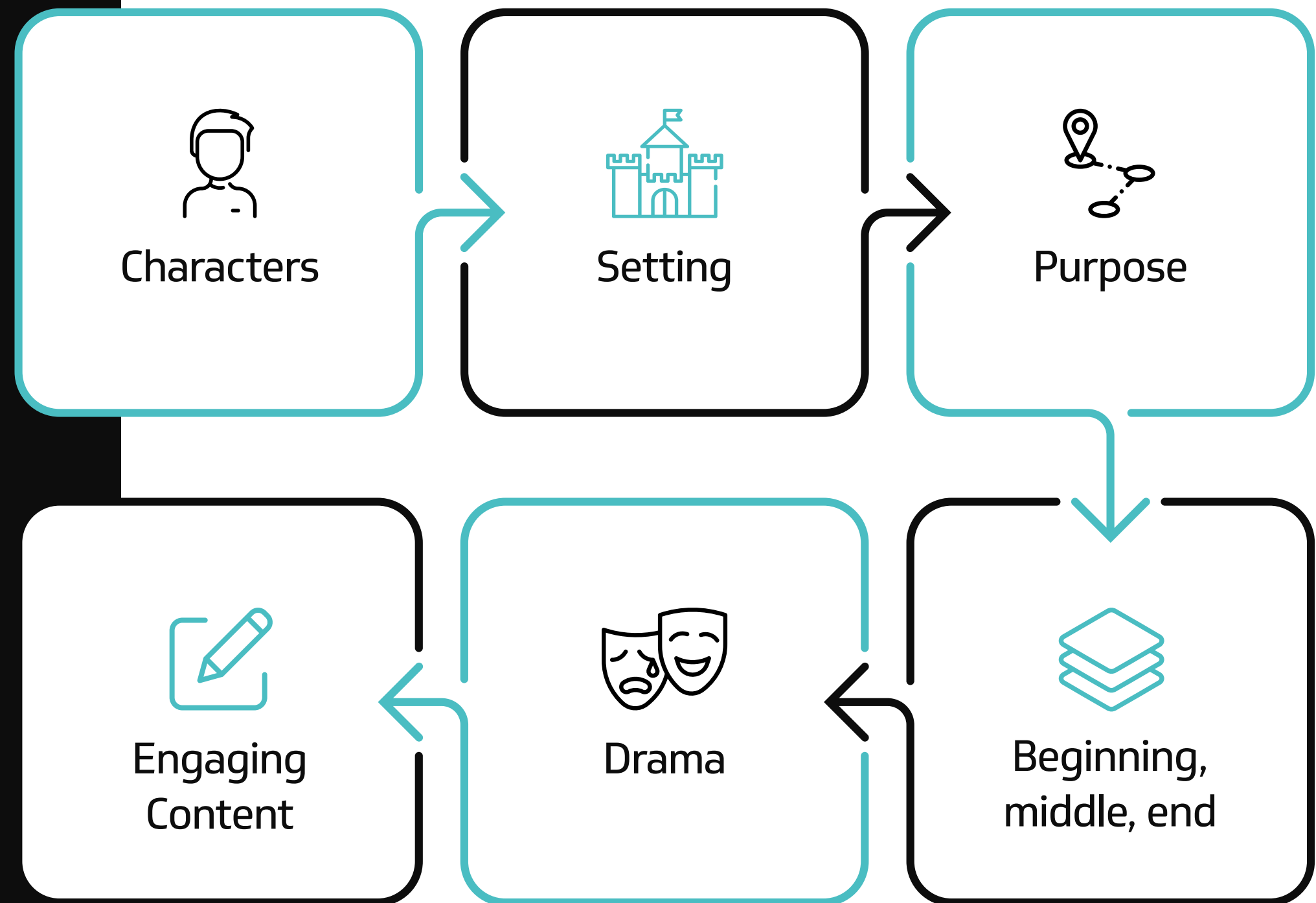




**“There’s always room for a story
that can transport people to
another place”**

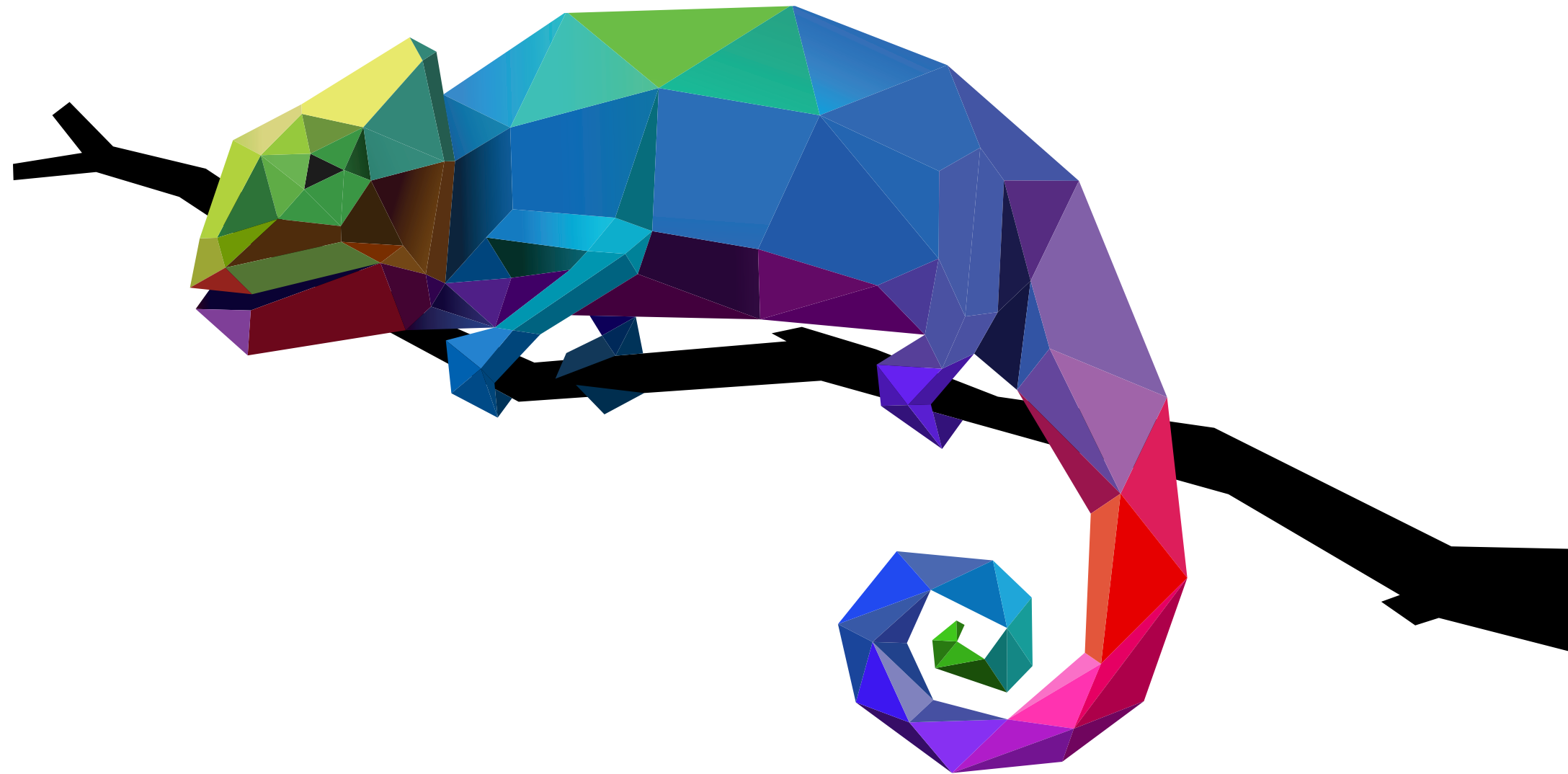
J.K. Rowling, novelist

What makes a good story?



Establishing and communicating your **new normal**

- Changes to offer
- Timed entry
- Special hooks - pricing / offers
- Safety measures
- Meeters and greeters
- Code of conduct



Why tell our story when we're **not open for business?**

- Remind people you exist!
- Stand out amongst competitors
- Give them a taste of what they are missing
- Make your destination top of their wish lists
- Show you are still operating – e.g if you're selling online
- Reassure them of what you are doing e.g. upkeep of venue: gardening, decorating
- Provide information e.g. on booking cancellations
- Reassure them of plans for safety when you reopen
- Manage their expectations – the experience may be different to the one they are used to



How do you tell our story?



Comms Quick-wins
available as a download



What should you **say** or **show**?

Example messages for your content:

“We’re missing you but stay in touch”

“We are getting ready to welcome you”

“This is what is going on behind the scenes”

“These are our safety measures”

Inform:

- We’re closed
- Cancellation policy
- We’re getting ready to welcome you back
- We’re deep cleaning
- We’re adapting how we do things

Educate:

- History
- Facts and stats

Inspire:

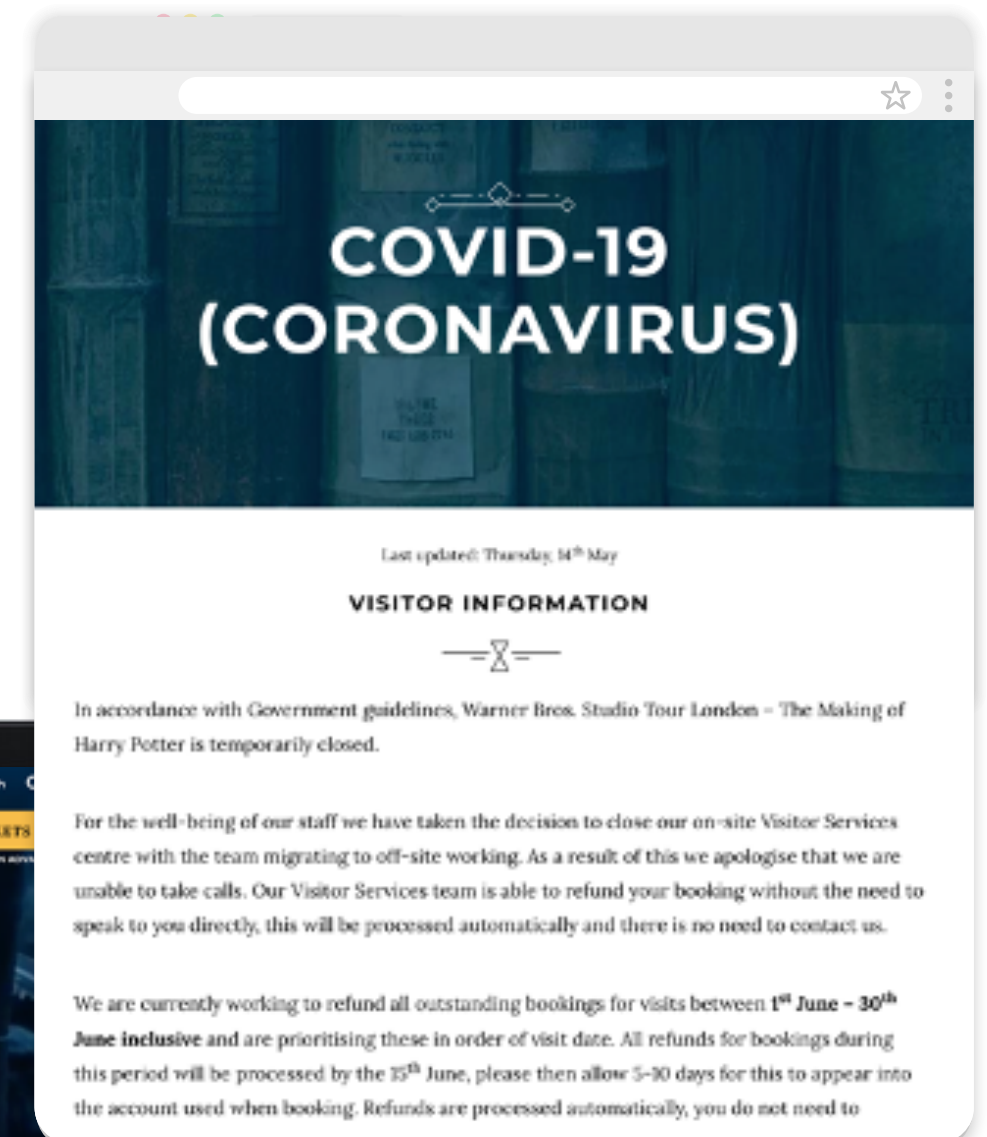
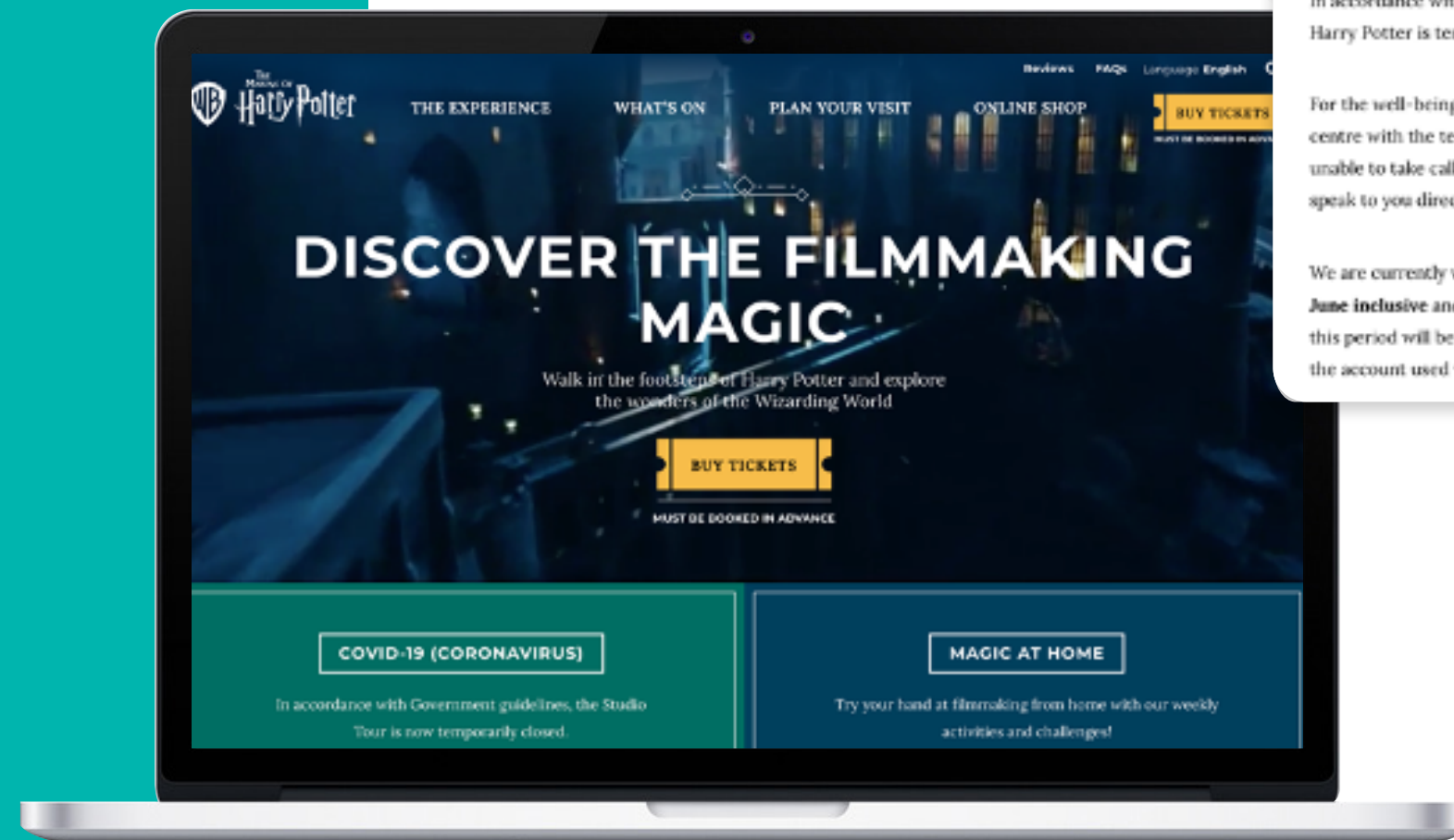
- Experiences over things
- Buying local
- Education
- Activities – at the right time
- Food and drink
- Protecting our world

Engage:

- Ask people to post their photos of previous visits
- We’re getting some new items in our shop – what would you like to see?

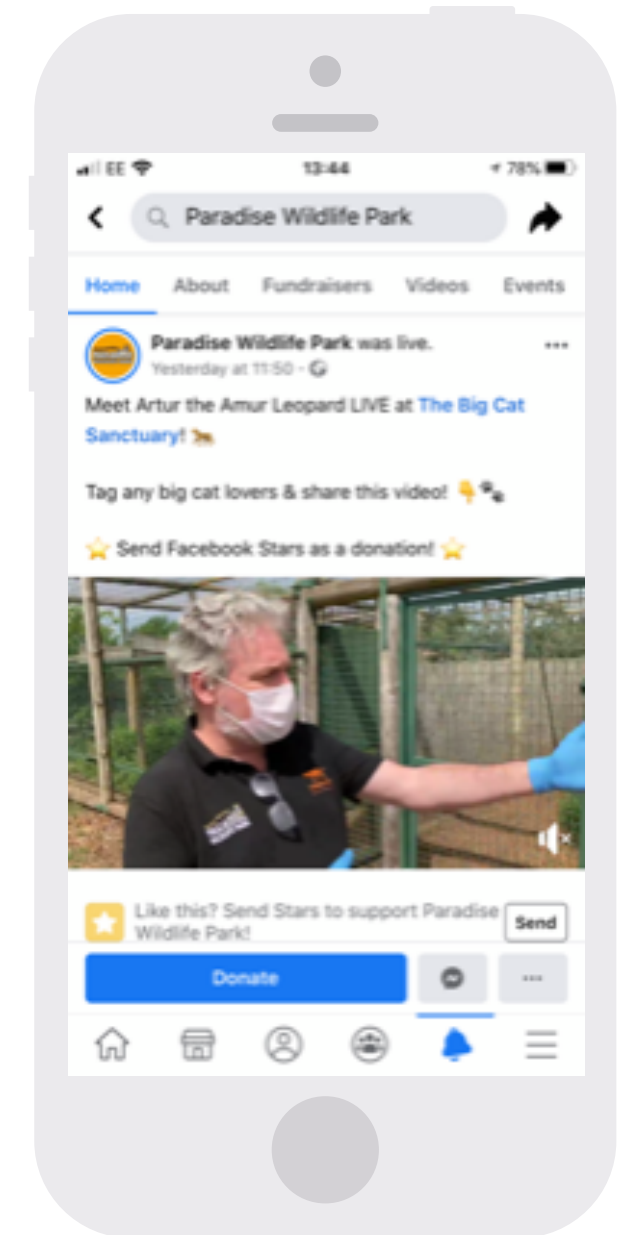
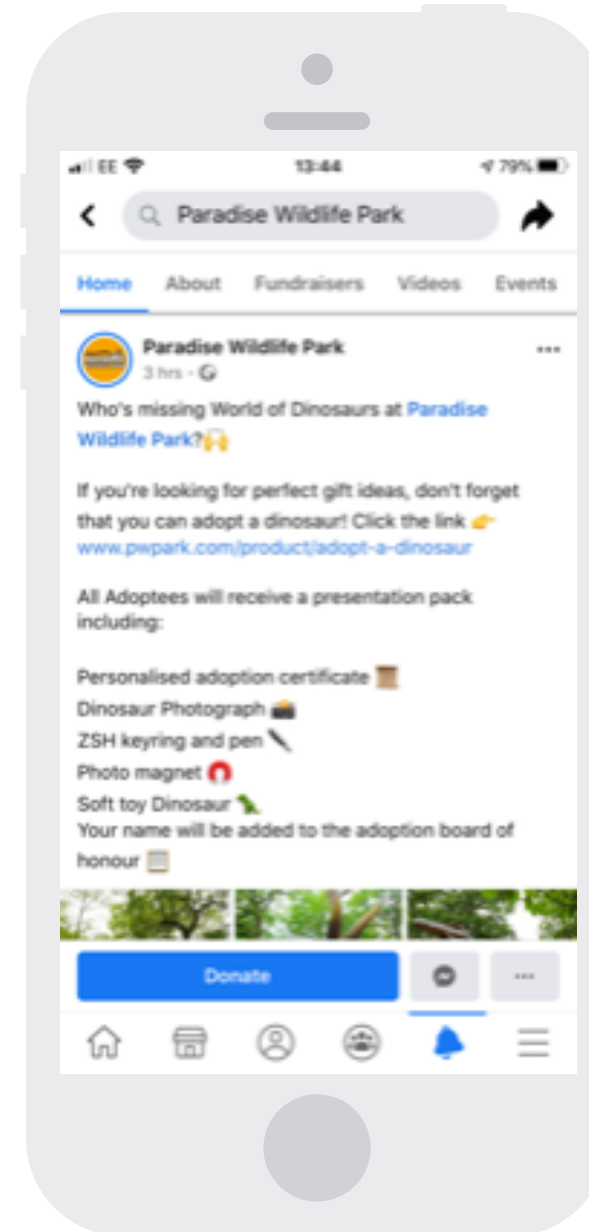
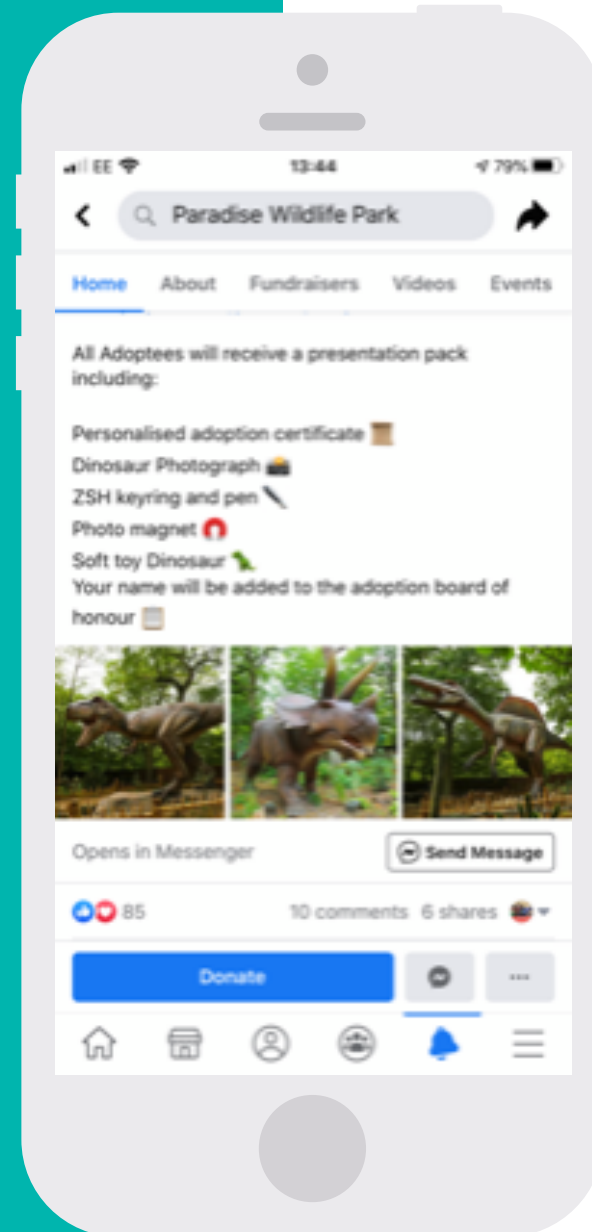
Who's saying what?

- Studio closure message
- Easy to find on website
- Informative



Who's saying what?

- Engaging
- Inspiring and hopeful

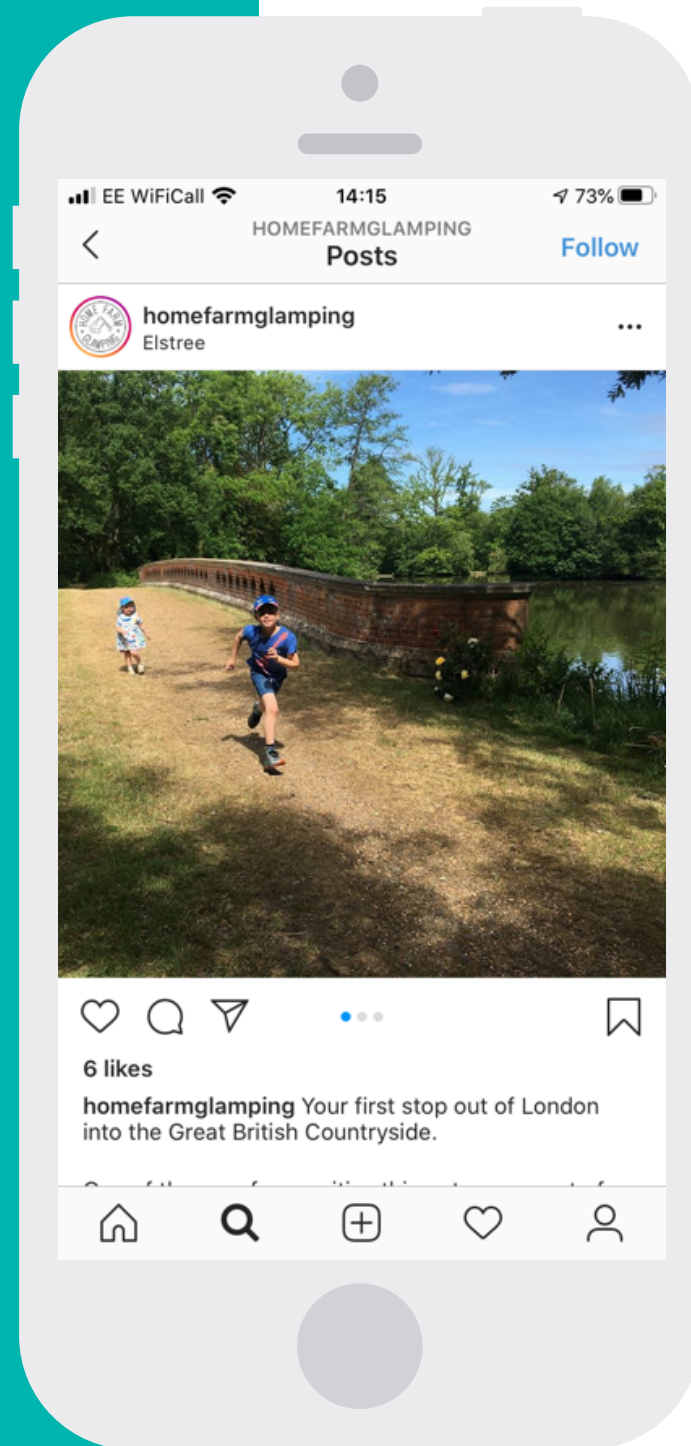


- Exclusive behind the scenes message
- Video content
- Reassuring and respectful of coronavirus measures – team member is wearing a mask

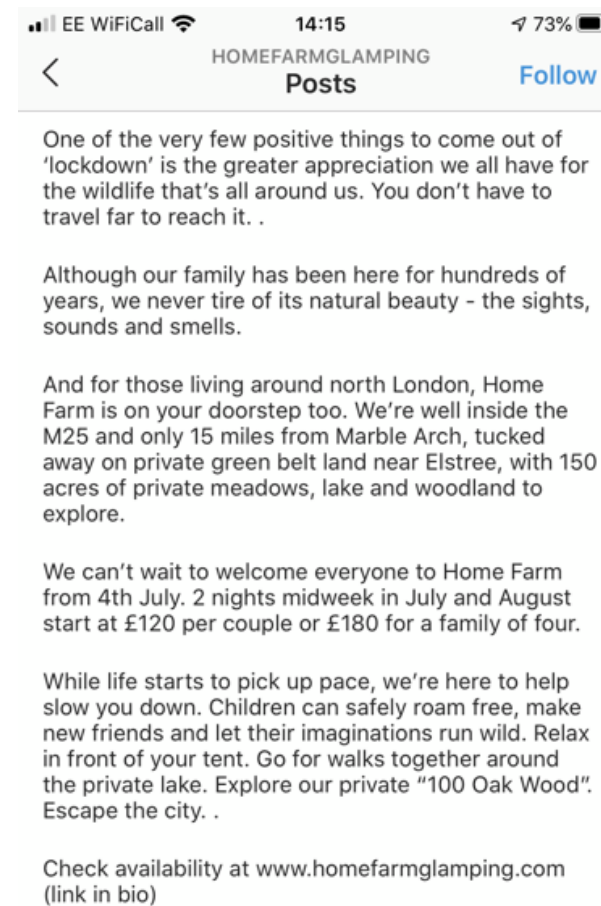
Who's saying what?

- Tempting and teasing a visit
- Announces open from 4 July
- Highlights the benefits – peace, fresh air, escape the city messages

**PILLORY/
BARN**



- Teases a visit
- Evocative
- Engaging



Who's saying what?

- Simple message – you can still buy from us
- Strong image

Teasing & Tantalising

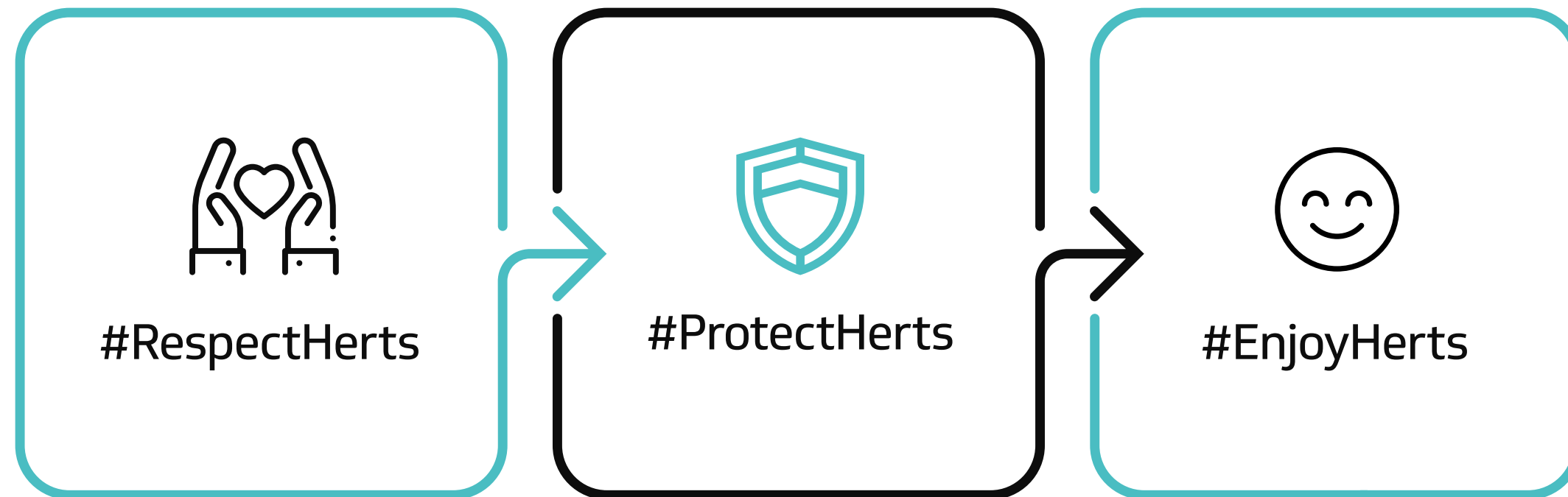
- Shares a signature cookie recipe
- Positive
- Enjoy a taste at home message

Respect. Protect. Enjoy

Visit Hert's consumer messaging campaign to let people enjoy the county in a safe and responsible way



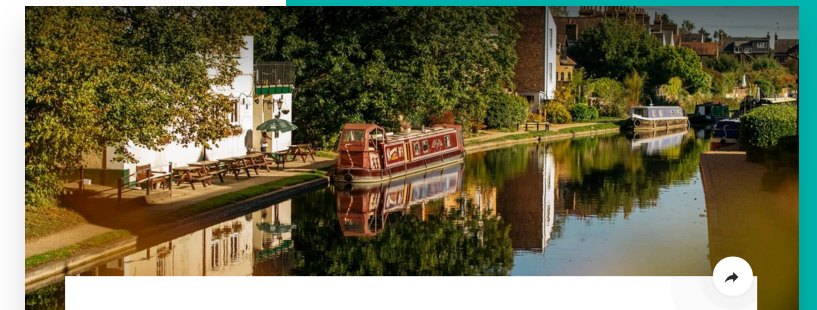
VISIT HERTS



- Respect the wildlife
- Respect our local communities
- Respect any specific guidelines

- Protect yourself and others
- Protect the landscape
- Protect the environment

- Enjoy getting off the beaten track
- Enjoy our beautiful beaches safely
- Enjoy supporting our local businesses
- Enjoy taking photos of your surroundings



Respect, protect, enjoy.

We know that following the new and updated guidance from the government, allowing wider access to our beautiful outdoor spaces, you'll be keen to get outside and blow

The Visit Herts campaign page has sample copy, sample social media content, sample images to support its members

How to manage reopening: making the announcement

- When are you opening?
- Manage expectations – is anything different / still closed?
- Line on safety measures
- How to get more info / questions
- Has anything been added to the experience?
Anything out of the norm?
- Don't forget to let Visit Herts know you are reopening

Key comms channels for reopening

- Social Media
- Your website
- Media



Crisis communications: preparing for the worst



- 1 What is the crisis?
- 2 Who does it affect? What will they be thinking now?
- 3 What steps have you taken?
- 4 What should you have done?
- 5 What are you doing now / will you do?
- 6 Think about if it happens again, what then?

- Redundancies
- Closure
- Reduction of service
- Change of opening times
- Local Covid19 outbreak

Your story + your audience + your channels =

your communications



LOCAL



REGIONAL



NATIONAL



NORTHERN
EUROPE

Your communications: the next chapter

- 1 While communicating through a crisis may appear daunting, communicating a strong narrative will engage customers and benefit your business as we head into recovery
- 2 Test if your communications are working - look at social media statistics, which pages of your website are popular
- 3 Give them more of the same or change it up
- 4 Review and adapt to your audience
- 5 Above all, **keep communicating!**

Your questions