Reopening Your Business the Smart Way Part 2 - Breakouts
May 13, 2020

Salons Breakout Group
Jean Mojo/Sheryl Baba

HURDLES: Salons have the benefit of having very loyal followings so there is likely a higher level of trust as they reopen. The owners also recognize that the experience will change significantly with disinfecting procedures, masks, etc. making a luxury experience less appealing. Other large issues include:

1. Timing: lack of information re opening dates and State/Town regulations impedes planning. Assuming that hair salons will open before aestheticians.
2. Financial: while the group has a good understanding of current finances, there will be incremental costs to doing business (added time for cleaning, supplies, etc.) and until they know open dates they can’t clearly forecast income and expenses.
3. Employees: with social distancing regulations stylists will not have as many hours and thus reduced income (some are doing better now with unemployment and may be reluctant to return until that ends)

SOLUTIONS

1. Financial
   a. Charge a temporary incremental fee to cover COVID-19 supplies and incremental time. While this may be difficult for customers who are also suffering financially, can make this an optional fee for those able to pay. Let the customer decide.
   b. Other alternative: retain current fees, recognizing that the service (and time) may be reduced for reasons such as no blow drying allowed, hopefully covering added costs.
   c. Inventory management: review inventory and keep minimum levels of product inventory in the salon; use suppliers who have quick drop shipping systems; ask suppliers for delayed payment dates.

2. Salon Experience
   a. Ensure that the salon is in full compliance with all state/town regulations re disinfecting, social distancing, etc.
   b. Find ways to make the environment “less cold/sterile” in feel with soft music, aromatherapy. Goal: make the customer appreciate the in-salon experience, recognizing that much of it will have changed.
   c. Incorporate your brand into signage. While signage must clearly communicate all requirements, look to add some of the salon’s personality into the signage with color, visuals, tone, etc.

3. Communication
   a. Provide ongoing communication to customers about the salon’s procedures, regulations, any changes that they need to be aware of
b. Seek customer input on ways that the salon can make customers feel more comfortable and safer

**Museums Breakout Group**  
Marc Goldberg/John Allen

- Create a cash flow forecast using a variety of scenarios
- Plan for a staged opening  
  o Be aware of CDC, Commonwealth, County and local guidelines
- Think about cost sharing  
  o Combined purchasing with other organizations  
  o Shared services - accounting, membership services, purchasing
- Volunteers – reach out to them now and find out their disposition to volunteer this summer
- Create health & safety procedures that are adaptable to changing demands  
  o Be aware of how you address hi-touch areas
- Share ideas

**Personal Services Breakout Group**  
Mim Goldberg/Matt Cronin

- Cash flow and creating a 3 mo-6mo and 12 months plan
- Communications with customers and prospects about reopening  
  o Reassure customers and clients regarding safety  
  o Coming inside facilities
- What deep cleaning will be done – length of time to do and how that will impact fees.  
  o Higher fees to customers and perhaps shorter sessions  
  o Fewer clients due to cleaning time needed
- Hear from associations as to their guidelines

**Hotel & Travel Small Group Report**  
Kim Marchand/Greg Ketterer

Several familiar themes:
- Financial – the seasonal hotel and travel industry is getting a double hit with cash refunds for cancelled reservations and required purchases of health and safety supplies.
- Staffing – the group expressed concern about staff availability – will there be a ready workforce when it’s safe to reopen; the issue of hiring v. unemployment
and staff refusing to return to work; the uncertainty of J1 visa students for the summer season.

- Health and Safety – Guidelines are available from the American Hotel Assn and the Eastham Chamber has created a set of guidelines as well. It was recommended to check with the town health dept regarding new pool regulations sure to be implemented. Distancing, cleaning, contactless check-in, breakfast – to serve or not and how, housekeeping, common areas, managing guest visitors were all issues of particular importance.
- Insurance – it was recommended that owners check with their insurance agents about coverage and potential liability issues.

**Food & Restaurants Small Group Report**
Mark Lowenstein/David Troutman

Big issues
- How to social distance effectively
- Getting employees back because of health concerns and the fact that some are making more on unemployment than working
- One salon which did many wedding parties - large loss of income

Initiatives/ideas
- Bring nothing in except cell phone, no pocketbooks
- opening longer hours to handle social distancing issues while trying to maintain income.
- For the salons, open early and stay open late so that some employees work early and some work late. Allowing some income while keeping distance rules.
- No walk-ins, appointment only,
- Communicate with clients in advance and provide clients a document ahead of time explaining what you are doing to protect them and what we expect from them to minimize confusion when they come in
- Eliminate surprises so people can adjust to the new normal
- Restaurant idea: expand brunch as a daily option and maybe try an Early Earlybird special trying to spread diners over more hours to deal with reduced capacity issues

**Professional Services Breakout Group**
Jim Dannhauser/Eugene Curry

- We discussed the critical need for guidance by the regulatory bodies that supervise the education field as to what will be permitted and when.
- Cash flow forecasting is being done with varied start dates and capacity limits, but all very uncertain until receive guidance.
• Important to stay in regular communication with families that are served. Currently sending a weekly newsletter to all.
• Trying to use alternative means to stay in touch with children – weekly Zoom contact, story hours, and the like.
• Received a PPP loan, but 8-week period ends in middle of June. Hoping that this will be adjusted by SBA, but no indication yet.
• Need to assure access to supplies of hand sanitizer, gloves and other equipment. Already have strong cleaning protocol but will likely need to enhance and need to figure covering additional expense.
• Made insurance claim for business interruption. Were told it was denied, but SME pointed out that there is litigation about that and possible legislative action that could change this.

Retail Breakout Group
Bill Simpson/Beth Marcus

Most employees are seniors, part-time – reluctant to return to work. I want to keep them, not replace them – concerned for their vulnerability

▪ Looking for a balance – want to have enough but not too much inventory – looking for flexibility to deal with slow business and/or having to close again.

▪ How do we create our sales projections? – 50% of normal business? 40%? 75%

▪ I have a very small space. How do we socially distance within that space?

▪ At the brewery we’re having to deal with how to control the volume of customers in today’s atmosphere.

▪ Signage will be really important.

▪ Don’t want employees turned into policeman.

▪ How do we clean inventory once the customer has touched it? Do we allow customers to try merchandise on? How do we prevent kids from touching everything?

▪ This will not be the same business it was a couple of months ago.

▪ No one’s retail business is currently open except for Cape Cod Beer. A few are doing low levels of business online.

▪ Visualization and Innovation. Visualize how your customers and/or employees will interact with your business and each other. What will they see? What will they touch? Will you provide hand sanitizer? Where? Are price stickers on the bottom of items requiring
them to pick it up?

- Cleaning options: (1) UVC light wand. Also good for exchanges, try-ons and rentals.
  (2) Fogging devices – do at mid-day (close the store) and at closing.

- Communicate with your customer what you are doing in terms of cleaning and the rules of operation. Signage. Online. Social Media. Direct mail. These are all important touch points with your customers. Use them to your advantage. Put them at ease. Let them know you are concerned about them and are working to provide a comfortable, safe and enjoyable shopping experience.