



COVID-19 Action Response Packet

**"Coming Together Is A Beginning; Keeping Together Is Progress;
Working Together Is Success."**

Henry Ford

Club Savor
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Actions for Today

There are many vital actions to take immediately during this crisis. The ideas and strategies you will find in this e-book should not be considered Legal Advice or recommendations that will be uniformly applicable. Utilize your best judgment when applying these strategies and ideas to map forward your survival.

Attitude

- ☑ Try and keep an attitude of fortitude, calm, and focus. We are confronting an overwhelming crisis, but adding panic, despair, and other negative emotions (while natural) will only increase anxiety and likelihood of failure.
- ☑ Take time for de-stressing: Breathing exercises. Physical exercising. Meditation. Non-work projects. You may feel that every moment not dealing with this crisis is misspent – but it's exactly the opposite; you must take time to periodically detach and destress.
- ☑ Make time for moments of humor and connections with family & friends.
- ☑ Hydrate consistently with lots of water, and focus on eating healthy foods at regular intervals throughout the day. Avoid over-consuming caffeine, alcohol, and other items which suppress our immune systems.
- ☑ Digest enough news to know the facts of the day, but avoid around the clock focus as it will emotionally drain. (Note: we all have enough connections that BIG news will reach us via text.)
- ☑ Reach out to friends, partners, or other trusted connections to vent, chat, or get an Emotional Boost.
- ☑ Fear can be an initial motivator, but sustained fear is paralytic and leads to physical impairment through the body's stress reactors.

- ☑ Make sure you are leading your team with the Attitude Fortitude – they will take their lead from you.
- ☑ Think about creating a temporary motto like Club Savor has (and feel free to borrow ours: Working Together We Will Survive & Then Thrive). Many of your teams may have been reduced down to owners-only or skeleton crews, but to the degree you are keeping connection to laid off workers, a focused mission and message can be helpful.
- ☑ Make sure all customer service contact points are keeping a smile, positive attitude and phrases, and giving out first names where appropriate (“good morning, this is Patty at ‘X’” when answering the phone). Train your team on messaging for each day!

Planning

- ☑ You must draft a strategy to follow even if it’s just 1 page of bullets (as this section focuses on what to do immediately, we advise drafting it as a rough sketch which can be filled in as the weeks go on.) Imagine you are opening your restaurant again from scratch and think about all the items you need in place.
- ☑ Crafting a plan gives a sense of order to the disorder of the moment and also lets you hone in on ideas or areas of need.
- ☑ Prioritization will be the key for your plan; there are certain areas which you may be able to defer. (example: some landlords or mortgage holders are giving extended grace periods – so rent/mortgage can drop to the bottom of list).
- ☑ The most important part of the strategy is Actioning the items and Measuring their effectiveness. We must be nimble and quick at this moment in time.
- ☑ If you feel paralyzed by the plan or the action – consult My Restaurant CFO for an inspirational shove.

Numbers

- ☑ You should always know your revenue and expenses in detail, but even if you typically don't follow them – it's time to do so.
- ☑ Keep as much cash liquid as you can, there are many policies coming that will likely give you access to credit or delay from creditors.
- ☑ Revenue: look at multiple ways to bring in revenue:
 - ✓ Delivery: try to get on all platforms to capture revenue. Customers favor different platforms and all revenue/profit is important. Some delivery services are now offering to cut their fees, so make sure you are getting the best deal. Consider using your own staff to deliver (if allowed under your insurance policy) to help keep them employed and making tips.
 - ✓ To-Go Emphasis: with customers quickly shifting to social distancing and home-bound, setting up an easy and seamless To-Go method is important.
 - ✓ Offering Gift Cards for sale. If you don't have gift card capability – consider adding this functionality or printing them in-house.
 - ✓ Catering or Family packages: where a family can buy a bundled set of meals for one or more evenings to eat/freeze. Families are also looking for being budget smart with uncertainty of finances – offer bigger packages at a discount.
 - Think about cook-at-home kits, where you supply the ingredients and the recipes and family can cook at home. (emphasize the efficiency, value and “fun” of getting family or kids involved in cooking)
 - Date Night Duo Kit – with meal, + dessert + wine bottle & bag of popcorn to pop during a movie.

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- Expand your hours or change your hours to better meet the demand your geography allows. Example: some hospital and late night workers are losing their usual locations to grab food fast.
- **Apply now for local, state and federal loans if that scenario will be prudent for your situation. Websites for these have been widely distributed, more will likely be coming, and we have placed those links at end of document under resources. Most of these have deadlines and limited availability – the sooner you jump on these the more likely (and faster) you will receive help.**
- ☑ Expenses: look at every single one and find ways to cut.
 - ✓ Rent/Mortgage/Utilities may be able to be deferred, contact all your major payment holders immediately and find out the possibilities.
 - ✓ Vendors also may be able to extend payment terms. Consider shopping for new vendors who may be able to get you better prices.
 - ✓ Tough staffing decisions will likely need to be made (main goal is to preserve the business so staff has something to come back to). Management may be willing to take a temporary pay cut to keep their position.
 - ✓ A slimmed-down menu will be understood by your customers and is more cost effective.
 - ✓ Note: We realize that for many businesses the expense/revenue balance cannot be maintained for delivery/to-go only and the business is better off closed down for now. Other closure reasons: branding issue, inability to do delivery/ to-go, not enough money to purchase product.

People

- ☑ Customers, Employees, Alliances, and Vendors are all categories to focus on immediately.
- ☑ This packet is not the document for retracing COVID19 rules to monitor your staff, customers, business – make sure you are following all local, state, and national guidelines (which are constantly evolving); we will try to have those access links in resources.
- ☑ Customers: you MUST become extremely customer-focused. Every customer that engages with your business: delivery, to-go, and online must feel they are the center of your attention. Smiles, thank-you's, appreciation and invitation to use you again. Listen and ask "how you can best serve them."
 - ✓ There is anxiety throughout our community and providing hope and comfort to our customers is key.
 - ✓ Think about the little things you can do (example: tape a lollipop to top of to-go boxes; putting inspirational quotes in to-go bags).
 - ✓ Adding coupons for follow-up usage of your location.
 - ✓ Understand your customer base is very likely to shift during this time - shift with it.
 - ✓ Engage viewers online by acknowledging their comments, asking for their input, or having quizzes or contests.
- ☑ Employees: don't sugar coat – you likely have had to let many/most staff go. Those that remain will be your key team and you must act like a coach/quarterback and cheerleader for the team – they will be looking to you for guidance and will take cues on their emotions from you.
 - ✓ Make sure they KNOW how important they are – say it, show it, and say it again. Don't treat it as "be happy to have a job" – these are going to be your future leaders of the organization and their attitude will go a long way regarding how the outside world perceives you.
 - ✓ Give them instructions, goals, and train on new methods you wish them to employ.
 - ✓ For those staff that you likely had to let go (and want back), make sure they know the path to reemployment and access to resources they need to survive during the downturn.

- ☑ Alliances: you work with many local businesses and groups – reach out to them for ideas and ask how you both can engage.
- ☑ Vendors: this group depends on you for their survival – work with them to get the best deals and options for payment.

Marketing

- ☑ While getting your message out is important – as a TODAY item, just make sure your social media is relaying the messages correctly. (to the correct audience that can use you right now).
- ☑ Be careful of the tone and messaging – we are juggling a concept of trying to stay in business while government and society are preaching social distancing - some corners of the community are offended with places open.
 - ✓ Humor is typically a great connector, but under the current crisis in which people are dying and losing their businesses daily, it's better to lean into an inspirational tone.
- ☑ Make sure your posted delivery and to-go hours are correct: Yelp, Facebook, Google, your website, etc.
- ☑ As described earlier, use flyers and coupons to get your message out to customers and nearby businesses.
- ☑ Great time to take small videos for Social Media posting that show cleanliness and carefulness of staff preparing to-go packages (with a smile). This is best if done by owner with a thank you and message of hope and invitation to reach out.

Innovation

- ☑ *It's super tough to truly innovate on the spot; so we will leave this discussion to the next section of the Packet.*
- ☑ *One idea: think about reaching back to each delivery at the end of the day to make sure their food was excellent. (if you have contact info)*

Actions for During

We will likely be under this crisis for an extended amount of time (none of us knows for certain). As you settle into a long-term pattern, there are actions you can take to survive. Most of the immediate actions laid out in the first section of the e-book still apply – this section will focus on additional focus points.

Attitude

- ☑ Adrenaline for the immediate crisis gives a rush – it's our fight or flight natural survival ability. But like a cheetah's sprint, it can only be used for a short duration.
- ☑ Keeping our attitude positive for a marathon will take a lot more effort – and requires installing a set of healthy habits for ourselves and the team.
- ☑ Idea: install inspirational posters, art, or quotes in various places throughout the business including employee break rooms. It is great to have these visible for customers, too. This could even be a project to get sheltered artists or school children stuck at home to design as a community project.
- ☑ Idea: Give surprise gifts of time or \$\$ to your team. It doesn't have to be much – it truly is the thought that counts.
- ☑ Reminder: if your business survives the crisis, the competition for business will be greatly reduced and you can potentially succeed in creating a more profitable businesses after the crisis has passed.

Planning

- ☑ Your long-haul strategy does need to be more detailed than the immediate plan; and must have action items, ways to track effectiveness, and goals to meet.
- ☑ The strategy is almost like creating a new business plan; see resources section of this packet for access to SBA.gov checklist for designing this strategy.
 - ✓ There will be some items on the checklist you have already done or won't need, but the process of using the checklist will expose areas you need to take action on.
- ☑ Take time now to redesign your systems; we all have various inefficiencies we tolerated under normal conditions because we didn't view the cost/benefit analysis of retooling as sufficient, but now it's a necessity to create a more efficient machine once we reopen to full service. (example: imagine what a 5% reduction in expenses could mean to your bottom line once you reopen.)
 - ✓ Think regarding operating systems, training manuals, staffing, hours, marketing, customer service policies, BOH and FOH processes, etc.

Numbers

- ☑ For the distance run of the crisis, it will be super important to dig into your numbers deeper.
- ☑ Fight for rent concessions both short term, medium term and long term. This crisis will have lingering effects on profitability even after the ban on businesses is lifted. If your landlord is smart they will understand the value of keeping you in the building versus having an empty space for months (or years). Restaurants hopping into empty spaces (as has been the case) will likely not happen in wake of this crisis.
 - ✓ There are restaurant consultants and attorneys out there who can assist you in this process, reach out to Club Savor or My Restaurant CFO if you wish to get a reference.

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Numbers

- ☑ Within a few weeks of running delivery/to-go you should know the approximate expense/revenue ratio and what needs to be tweaked to bring in as much profit as possible.
 - ✓ Delivery/to-go business as a % of the market share of the restaurant business will be permanently shifted up and is definitely extending the growth curve of this market; think about it as a long-term shift inside your business and create changes now that will outlast the crisis.
 - Document and design methodology for manuals so that best practices learned now can be continued after.
 - ✓ Think like the customer and make larger sizes available for purchase at a better price for volume, so they can feed larger groups or be used as several days of food (example- large container of potato salad or entire pies for dessert).
- ☑ Additional Revenue Streams:
 - ✓ Sell swag: many places have shirts/caps/koozies for sale, make sure your merch store is open for business and let fans of your business know it's a great way to support you by buying merch. If you don't have Swag to sell, we can find a swag-partner for you, whereby you can direct sales of your logo printed on various items for 25% share of proceeds: reach out to Club Savor or My Restaurant CFO.
 - ✓ Several Partners are accessing other income streams, jobs or skill sets to supplement income at this time. Now is the time to engage those as these sources will likely be overwhelmed with applications or competition as more of society loses their jobs.
 - ✓ Investigate what kind of beverage service you can focus on for packaged delivery/to-go – start suggesting these as add-ons, focus on things they may not have at home. (milkshakes, specialized sodas, bottled sodas, bubbly waters, unique beer/wine) people are looking for comfort right now.

People

- ☑ Building on the earlier section based on Actions Today, our businesses must understand the value of keeping as many people attached to the business and listening to the business as possible during this time.
- ☑ Employees that stay must be given daily and weekly affirmations and updates on the business; keep them realistic but hopeful.
- ☑ Employees that were let go (and that you want back); keep them apprised on a weekly basis of your plan and hope for reopening while also sending them access to any staff-related options they can access (loan forbearance, tax filings extension, stimulus access, free food days at local businesses, etc.).
- ☑ Customers & Fans must be shown a much higher rate of ongoing messaging on Social Media and otherwise.
 - ✓ Because so many locations are swarming to delivery/to-go and online marketing of this – you need to increase rate of your messaging or it quickly drops to bottom of feeds; this is also because people are voraciously consuming online information and social media with most states on mandated quarantine.
 - ✓ Think about ways you can also increase your visibility at your location to market “We Are Open for Delivery & To-Go”: signs, balloons, posters, sign waver, etc.
- ☑ Alliances: there will be two types of Alliances at this time – (1) ones that can help you with revenue now; (2) ones that can help you with revenue later.
 - ✓ Both are important to cultivate during the crisis; examples: there may be nearby businesses that are still operating a skeleton crew – let them know they can order direct from your location for delivery or to-go and give them a discount. Example: there may be a local charity that is shut down during the crisis, you can outreach to their leadership team now to schedule a collaborative fundraiser (date TBD) at your location when the crisis has passed. (Charities will be looking to raise large sums of cash following the crisis).
- ☑ Vendors: it is estimated restaurant vending businesses have lost 70-80% of their business and will be fighting for market share now and after revival of industry. Take this time to shop for better vendor partnerships going forward.

Marketing

- ☑ Marketing is extremely difficult during the extended period of the crisis for several reasons: expensiveness (without cash to spend), noisiness of marketing (most businesses are increasing their social media posting cycle – although Ad Buys are down and cheaper now), driving behavior is difficult right now, and tracking effectiveness and ROI are complicated.
- ☑ If you stop marketing you will assure worst results, but you must also be effective in how you approach.
- ☑ Ideas for effective low-cost marketing:
 - ✓ Social Media Smart: create posts and information that are shareable; do not be afraid to check what others are doing regionally and nationally and steal ideas for promotions. (example: many locations started doing a toilet paper roll with any to-go order.)
 - ✓ Create potential viral moment: example – Three Daughters began making hand sanitizer with their alcohol making capacity. Key – get this message out to local media outlets and influencers or have customers/fans do it for you.
 - ✓ As mentioned previously, create as much signage and awareness around your location as permitted by law: A-frames, balloons, posters, and incorporate other businesses nearby if helpful. Example – if a business nearby stays open, ask to put flyers at the front counter advertising your to-go/delivery business.
 - ✓ Create menu specials or items that can sell well during the crisis and provide people comfort: “Home Fries” / “Netflix Nachos” / etc – don’t make fun of the virus, but there is room for some tasteful humor around the dining experience.
 - ✓ Think about things you can include in the delivery or to-go package that you don’t normally (example: small toy, sticker or game for the kids; thank-you note signed by owner/manager; inspirational message; invitation to buy gift-cards or give reviews online to help business)
 - ✓ Engage with your customers via email or Facebook poll and ask how they are enjoying their to-go or delivery meals (example – take picture and post on our Facebook your family meal together delivered from our restaurant).

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- ✓ Investigate collaborative marketing; whereby you mutually market other businesses (example: local pet groomer is still open (and does house visits), with each meal purchased or grooming purchased they get a coupon for the other business); or you can go in on direct mail piece with another business or set of businesses thereby reducing the cost by 1/3.
- ✓ Turn your followers into ambassadors with a direct ask and give them tools to refer your business and track (example: at Club Savor we use tracking codes to follow how members come to us and dole out rewards based on that coding).
 - Most of our fans realize how hard things are for the industry and will support the best they can, but they need to be given tools.
- ✓ If you have your own delivery team, think about car door magnets and branding around delivery - may be good for other team vehicles also.
- ✓ Use this opportunity to create a loyalty to-go program with discount by joining your email list (or SMS list).
 - Key to building the email and SMS list is using it.
 - There is direct correlation by well run email & opt-in SMS programs on driving traffic & while longer to build - it is more cost-effective for many businesses when compared to Social Media Ad Buys.
- ✓ Most to-go/delivery uses the same flimsy, poorly vented packaging; think about designing something unique and on-brand that catches the attention of the diner and makes them choose you next time over competition. (competition for delivery is intense right now) - add a toy like classic Happy Meals.
- ✓ Reminder: be responsive to your customers! (in a timely manner) + adding virtual services and video chats to answer questions + set automated responses, and special away-messages with an FAQ that responds to the most common questions they may have.
- ✓ Join, follow, and post info on local Facebook groups - avoid being "salesy" - stories are key.

Innovation

- ☑ We strongly believe that curtailing innovation efforts in tough times is a long-term strategic mistake. A barren innovation pipeline increases the risk of long-term competitive disadvantage. As the economic cycle inevitably shifts upward, companies who have dropped the innovation ball will find their fortunes sagging just as the economy surges." - By Scott D. Anthony and Leslie Feinzaig (Forbes article, Innovating During A Recession, July 8, 2008)

- ☑ Being creative and innovative are key during the duration of the crisis for several reasons: (1) it avoids getting overly drawn into hopelessness; (2) a crisis is a better time to experiment with ideas, because metrics are more forgiving and business may invent the next big things that will help it excel post-crisis; examples of innovative ideas:
 - ✓ Taking part of your business and redesign for gaming areas (kids or adults) – interactivity will be key for future business attraction.

 - ✓ Pursue bringing a pop-up business inside your business (retail, art, design, info, tech) – they can have a section of the inside, or wall space, or perhaps a dedicated co-work area.

 - Many restaurants will fail during this time – can your location bifurcate or share space so you can combine two restaurants under one roof and operate at half rent/utilities for you both going forward?

 - ✓ Rethink every space in your business (inside and out); ask "if I was starting business from scratch... what other attractors or revenue sources could I add?" – ATM, game machine, TV screen with ads, remodel to include executive meeting room for up to 25 people (you can make this space flexible with mobile walls and other flex-sectioning so it can still be used for general seating when not in use.)

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- ④ Create a daily video show: example “Watch it Fry” – where everyday you film a short video clip of your chef frying something up - it doesn’t even have to be a menu item! Goal is to create more visibility for your business through video. (Facebook Live and Insta Stories are growing exponentially)
- ④ Create Dining Bonds, whereby a customer can buy a “bond” with your restaurant and spend it down over time or at a later date; may even set bond with value attached – ex: \$100 bond is worth \$150; also think about collaborating with other owners. Example: <https://supportrestaurants.org/>
- ④ For menu: offer a limited number of interesting items, several each day, and create variety by changing the selection daily and perhaps offering one or more value items. If you can push these on to online order platforms do it / otherwise post on Social Media.

Actions for After

There are many vital actions to take immediately during this crisis. The ideas and strategies you will find in this e-book should not be considered Legal Advice or recommendations that will be uniformly applicable. Utilize your best judgment when applying these strategies and ideas to map forward your survival.

Attitude

- ☑ There will be a moment of relief when businesses are allowed to reopen, but that will likely be paired with an exhaustion threshold and potential anxiety that will set in as the daunting job of rebuilding is made clear.
 - ✓ That's why we should be preparing our plan for relaunch now, so it can be easily engaged with an awareness that was created over weeks.
- ☑ Look to notes for "Actions for During" to find guidance, because this After period will also be a time of great stress and will feel like another marathon.
- ☑ Team culture will have a different angle on relaunch, this is definitely time to create a sense of teamwork and energy, with clear messaging and goals.
- ☑ Let a positive and excited attitude be shown to your customers, vendors, and alliances.
 - ✓ People will be looking for positivity and a sense of trying to get back to normal.

Planning

- ⊙ The strategy and planning that you will be designing in the During phase needs to have a section for After.
 - ✓ You should not be doing planning when the After phase begins.
 - ✓ Strategy items to focus on for planning the After: staffing, hours, menu design & pricing, marketing plan, etc.

Numbers

- ⊙ Once businesses have reopened, there will be two competing focus points: (1) Bringing in revenue, while managing expenses and (2) Retroactively handling any debt or delayed payments.
- ⊙ There may be a tendency on restart to lose the eye on numbers as focus will be on bringing customers in, getting staff retrained, making sure service is top notch, etc.
 - ✓ But this should be the time numbers are judged more harshly, as you are now setting a new normal for efficiency and awareness.
- ⊙ There may also be opportunities to set the business up for more profitable growth following the relaunch of the business.
 - ✓ Having a full awareness of your numbers is critical during this time to accomplish higher profits needed to overcome downtime and debt accumulated.

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- ⊕ Note: this crisis will be affecting divergent populations and groups differently. Example: healthcare workers are seeing an increase in pay & hours; whereas hospitality workers are mostly laid off and have no income and immediate debt issues.
- ✓ Being aware of the ultimate audiences and customers you want to attract, you may need to have three parts to your menu: Comfort Food, Value Priced Options, and for those that have \$\$... provide them opportunities to indulge.
- No matter what pricing options you have, make sure the food costs are balanced and profits available.
- ✓ Also think about providing value only for discreet groups hardest hit in the pocket book (hospitality workers, small biz owners) or hardest hit emotionally (hospital workers, EMT, police, etc.).

People

- ⊕ When you relaunch, having a People First Culture is critical.
- ⊕ Staff that will have jobs when you reopen should be rockstars, there will be hundreds of hospitality businesses closed during the crisis so the availability of staff should go up during the relaunch phase.
- ✓ Be very careful not to have any rotten apples in the barrel, and make sure you do a great job of retraining and installing a systematic way staff can be given goals, ongoing training, and accountability.
- ✓ Encouragement and cheerleading will be very important as your team begins to rebuild the business. There may be some pent-up demand, but there could also be lingering discomfort with dining out while COVID19 is still in society (projections that we will have it around for years).
- Likewise, many industries besides hospitality will have taken a big hit (as well as investment portfolios) – the majority of your customer base will have less money in their pocket to spend at restaurants.
- Every customer must be considered precious and given tools to become an ambassador for you.

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- ☑ Vendors will also be fighting for new relationships, especially with many of their accounts closing down; research and look for best opportunities – you will hold the cards.
- ☑ Alliances: make sure your alliances with local businesses, groups, and influencers are already in place prior to re-opening and then leverage those connections to spread the word when business gets reactivated.
- ☑ Charities: our local not-for-profits will be in extreme distress and can make excellent partners as you both look to regrow revenue and attention.

Marketing

- ☑ Marketing will be one of the biggest keys to how quickly you can rebuild your business.
- ☑ Look to all the marketing points from the Duration section, but knowing you must realign Messaging. Branding and Focus will be different than your historic messaging and different than messaging used during the crisis.
 - ✓ Lean into positivity and community.
 - ✓ Make sure there is a call to action and stimulates marketing targets to use your business.
- ☑ Networking: most restaurateurs don't utilize this fully! There are often a variety of chambers, networks, social groups, meetups and more with opportunities to spread the word of your business and build relationships.
 - ✓ You must be strategic with this - set aside a certain day or time during the week (depending on your business and needs).
- ☑ Be prepared to spend some money – if you don't have the funds, be creative or ask My Restaurant CFO for ideas.

Innovation

- ☑ Innovative ideas for post-crisis should already have been strategized in the during phase (note: this doesn't mean an innovation was employed in During phase, but can be deployed in the After phase).
- ☑ You may need to shift or drop innovative ideas you used to survive in the During. Example: if you spent \$\$ on door hangers that advertised your delivery business and that will become minor again with dine-in reopened, you may want to pivot message or methodology now.
- ☑ Here are some ideas that may be helpful in the After phase:
 - ✓ Add a new restaurant partner, whereby you combine another cuisine in parallel or adding breakfast, dinner, or late night service.
 - ✓ Think creatively about your space and other ways it can be used – co-work space, retail add-on, art gallery, late night lounge, ghost kitchen, and more.
 - ✓ Think about ways to engage your customer at a level you never have before in-house: music, singing, art, take-homes, free table tastings, games like bingo, and above all – ask them to come back and give a them an incentive to: red letter game, coupon, a riddle for a prize.
 - ✓ If you want kid traffic (with the parents); create an amazing kid menu (you can basically offer all the stuff you did to adults but with smaller portions and cooler names); but think like a kid ordering and looking at the menu, so they remember it!
 - ✓ Entrée + / where dine-in guests can order extra meal to-go for value discount after a full priced meal.

The More

- ☑ Keep a focus on what, when, and how you communicate with your team and customers. More is better – be honest, but also be hopeful.
- ☑ Think about your to-go & delivery packages as if you are the customer: extra sauces in case a meal dries out during travel, notes, toys, thank yous; think about how it looks on arrival, also consider Quality Seals that can go on a package that would show tampering of seal.
- ☑ Include a message from the owner or manager with contact number/email for questions or experiences to be shared.
- ☑ Exercises for energy and awareness:
 - ✓ Smile and/or laugh and see how that makes you feel. (Hint – it pushes endorphins and other natural healthy chemicals into our system.)
 - ✓ Look up on your phone or laptop some of your favorite inspirational quotes; read them out loud when you need a boost or realignment; consider making them part of your daily start, end, or meditation time. Post them online if you want to share the empowerment. (but be careful of overly political or religious quotes when sharing.)
 - ✓ Think about how many times you have great plans, ideas, or strategies and fail to ACT on them; put in place reminders (sticky notes, calendar notes, etc) to take ACTION.
 - ✓ “The cost of being wrong is less than the cost of doing nothing” – Seth Godin

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- ✓ Think about last time you saved \$\$ on an item your business depends on; how did that make you feel? How much did you save? Make this process more routine.
 - ✓ List all of the things you regularly spend money on in your personal life (and how much you spend), then think of ways you can recreate the same or similar results with less \$\$ (example – getting your hair cut every 5 weeks (instead of 4) saves you 3 haircuts a year).
 - ✓ List ways you can increase engagement with your customers. Talk with your team about your ideas and begin implementation and testing of effectiveness.
 - ✓ Pino Tedesco – Director of Ironstone Group; “Rent a Hero” – think of a COVID19-led challenge you are having in your business then imagine what would my hero (example Steve Jobs) do about it? Allows you to think about challenges in a different way and without as many obstacles.
- ☑ Rethink your Ideal Customer needed during this time: (1) what does an ideal customer look like? (2) where are they highly concentrated? (3) how do we attract and engage them? (4) what do we (and should we) focus on to secure long-term relationships with ideal customers? (5) how do we turn customers into ambassadors? (6) how do we become more efficient with our resources and processes?
- ✓ Creating customer avatars is an important business building exercise: <https://www.digitalmarketer.com/blog/customer-avatar-worksheet/>
- ☑ Become much better at time management and being more efficient (this is always good to do; they have coaches, books, videos and more on this topic)¹
- ✓ This single planning activity will better prepare you to surf the wave of a recession while others drown.
 - ✓ In many cases you can recapture 10-20% of your time back and refocus that productively or use it to refresh/recharge.
 - ✓ Best ideas: set aside “quiet time” to think; at end of each day have time blocked to lay out plan for next day (spending 15 minutes on this can save you hours the next day); DO rather than DELAY; Do the things that are the hardest during times when you are sharpest; hate doing “X”?... consider outsourcing it; make sure meetings are productive; doing things that don’t advance the business? – stop doing them; methodically make small changes + routine them so they stick.

¹David Allen – book: Getting things Done; Stephen Covey – book: 7 Habits of Highly Effective People

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- ✓ Is what you are doing now the best use of your time? (always be asking yourself this)
- ✓ Typically we all take time doing trivial tasks that don't move our businesses forward; find and eliminate or outsource or delay doing these / focus on mission critical tasks.
- ✓ Tech can help; a myriad of timesaving and planning assistance tools out there – but ultimately how you use them defines if they help or hurt your cause.
- ☉ You may be able to restructure current debt at a better rate; reach out to your accountant, bank, etc.
- ☉ If your business is not likely to make it through the crisis, reach out to My Restaurant CFO as we may be able to connect you with resources to save your business.
- ☉ Monitor and evaluate your competition; SWOT them (strengths, weaknesses, opportunities, threats).
 - ✓ What are they doing well, where are they failing - you can often learn more from things they are doing wrong than things they are doing correctly.
 - ✓ Remember, you can often put your own spin on things others are doing to give it your own branded flare and uniqueness.
- ☉ Increasing your knowledge; to the degree you have extra time, consider increasing your knowledge by online or book learning in a topic germane to your business or perhaps adding a skill that can create alternate revenue streams.
- ☉ The Barter Economy: Without making a legal judgment on the expectations or requirements of barter arrangements; consider investigating where this may make sense for your business or personal life.
- ☉ Some of us keep an idea journal or place where we write down ideas (and often stash away in a drawer or on a shelf); time to get out that journal or list or email folder and review ideas we had in the past - may be time to try some of them.
- ☉ Remember the removal of pain is one of the biggest motivators for customers; find the pain points and design ways to remove them.
- ☉ Innovation also means creating a differentiator: as the saying goes “Dare to be Different”; it's scary but oftentimes rewarding.

Resources

- ✔ Small Business Administration Business Plan Checklist: https://www.sba.gov/sites/default/files/2019-12/How_to_Write_a_Business_Plan_Checklist.pdf
- ✔ <https://www.restaurantowner.com/> (great resource website; you can add up to 3 managers on your account – only \$29 monthly, includes monthly publication with great ideas/guidance)
- ✔ <https://myrestaurantcfo.com/> (locally-based, national restaurant consultancy group) – familiar with the Club Savor model and family [giving free COVID-19 support]: <https://myrestaurantcfo.as.me/covid19support>
- ✔ Save Your Server link to help raise funds for local hospitality workers: <https://www.gofundme.com/f/saveyourserver>
- ✔ National Restaurant Association info and links on COVID19: <https://www.restaurant.org/covid19>
- ✔ Florida.Gov Info on COVID19: <https://floridahealthcovid19.gov/>
- ✔ City of St. Pete on COVID19: <https://www.stpete.org/emergency/covid-19.php>
- ✔ CDC: <https://www.cdc.gov/coronavirus/2019-ncov/>
- ✔ WHO: <https://www.who.int/emergencies/diseases/novel-coronavirus-2019>
- ✔ US Chamber: <https://www.uschamber.com/coronavirus-response-toolkit>
- ✔ Florida Department of Health: <http://www.floridahealth.gov/diseases-and-conditions/COVID-19/>
- ✔ Keep St. Petersburg Local: <https://keepsaintpetersburglocal.org/>
- ✔ LocalShops1: <https://www.localshops1.com/>



Business Resources

Coronavirus Relief

Bank of America

Will suspend mortgage, credit card bills, business loans, etc if you can show proof hardship is caused by coronavirus. Requests will be reviewed on a case-by-case basis.

Other Financial Institutions

For all other mortgage, credit card bills, business loans, etc call your financial institution directly and ask for relief.

Duke Energy

In addition to suspending disconnections for non-payment during this time, effective March 21, we have waived all late payment fees and fees for returned checks. Customers who were recently disconnected can contact us to make arrangements for service restoration.

<https://www.dukeenergyupdates.com/info/customer-service>

Taxes

April 15th tax deadline was extended 90 days to July 15th.

<https://www.irs.gov/coronavirus>

Florida Department of Revenue will ease deadlines for payment of the state's corporate income and sales taxes until the end of the year.

Federal Income Tax payments delayed 90 days to July 15th.

<https://www.deanmead.com/2020/03/payment-due-date-for-2019-tax-payments-delayed-for-90-days-due-to-coronavirus-interruptions/>

Loans

Department of Economic Opportunity Bridge Loan - Interest free loans for 12 months for businesses. Although loans might always be what businesses are looking for, these loans can carry you through until federal assistance money comes through.

<https://floridadisasterloan.org/>

Small Business Association Loan - Low-interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters.

<https://disasterloan.sba.gov/ela/?fbclid=IwAR2QA-xHeEazCj7Wg8Yu3r6CZLs93n8nj8uXFVcQwHI5yx53HczaWM9lSkU>

Continued on the next page

Grants

Small Business Facebook Grants

<https://www.facebook.com/business/boost/grants>

Employee Assistance

Short time employee compensation program

<http://floridajobs.org/office-directory/division-of-workforce-services/reemployment-assistance-programs/short-time-compensation-program-for-employees>

Remployment Assistance

<http://floridajobs.org/job-seekers-community-services>

Bartender Emergency Assistance

<https://www.usbgfoundation.org/beap>

Additional Resources

- ☑ Pinellas County Economic Development Disaster Prep and Recovery
 - ✓ <https://www.pced.org/page/disaster>
- ☑ Emergency Business Damage Assessment Survey
 - ✓ <https://myemail.constantcontact.com/Business-Assessment.html?soid=1101603782829&aid=deckAaDcNmg>
- ☑ Guidance for Business and Employers from the CDC
 - ✓ https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fspecific-groups%2Fguidance-business-response.html
- ☑ FAQ's for Bars & Nightclubs from DBPR
 - ✓ https://growthzonesitesprod.azureedge.net/wp-content/uploads/sites/1281/2020/03/EO_20.68_FAQ.pdf
- ☑ Florida Department of Health rundown on the numbers and cases, etc.
 - ✓ <https://floridahealthcovid19.gov/>
- ☑ Florida Chamber of Commerce Coronavirus Resources
 - ✓ <https://www.flchamber.com/follow-facts-not-fear/>
- ☑ Customizable Flyer from US Chamber
 - ✓ https://www.uschamber.com/sites/default/files/coronavirus_customizable_flyer-final.pdf
- ☑ Workplace Posters from CDC
 - ✓ <https://www.cdc.gov/coronavirus/2019-ncov/communication/factsheets.html>

COVID-19 POTENTIAL EMPLOYEE BENEFITS AVAILABLE				
COVID-19 SCENARIOS	EARNED SICK LEAVE OR PTO	UNEMPLOYMENT COMPENSATION	PAID SICK LEAVE (See Note)	EMERGENCY FMLA (See Note)
1 A person who has COVID-19, or symptoms of COVID-19	✓	✗	✓	✗
2 Worker was unable to work or telework and had to care for their child because of a school or daycare closing	✓	✗	✓	✓
3 Worker was exposed and quarantined. Business remains open	✓	✓	✓	✗
4 A person who is out of work because employer <u>voluntarily</u> closed	?	✓	✗	✗
5 A person who is out of work because employer was ordered closed	?	✓	✓	✗
6 Worker has less hours available due to business slow down or lack of demand	?	✓	✗	✗
7 Employer stays open in defiance of public health urging to close, and worker refuses to work	✓	?	✗	✗
8 Worker is afraid of gathering in a group and refuses to go to work (self-distancing)	✓	✗	✗	✗
9 Worker is immune-compromised and advised by healthcare provider to self-quarantine	✓	✗	✓	✗
10 Health care worker exposed at work and self-quarantined	✓	✗	✓	✗
11 Worker is caring for a sick family member	✓	✗	✓	✗

NOTE: Possible exemptions may be available for employers with under 50 employees, but these exemptions are NOT guaranteed.

✓ YES | ✗ NO | ? MAYBE
(CASE BY CASE)