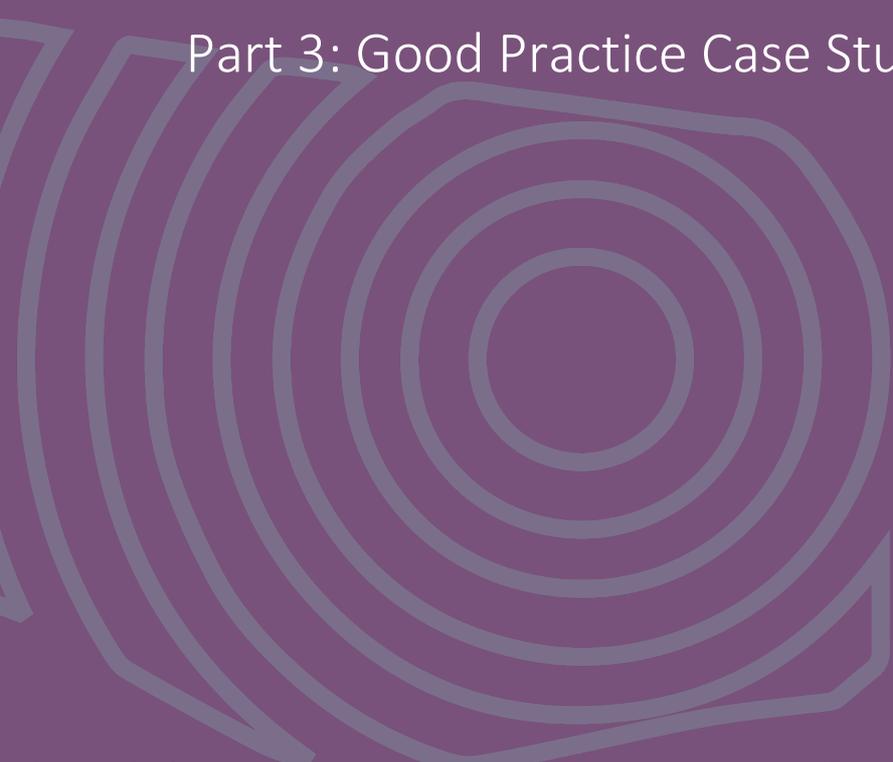


European Needs Analysis on Crisis Management for Tourism SMEs

Part 3: Good Practice Case Studies



Navigating
Tourism
Crisis Recovery



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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.