



INNISBROOK®

A SALAMANDER® RESORT

OPERATIONAL PLANNING
AND
BRAND POSITIONING
POST COVID-19

“OPERATION GREEN SPRIG” (OGS)

APRIL / MAY, 2020

PREPARED BY



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INTRODUCTION

As a matter of acknowledgement, it is necessary to recognize the unexpected consequences of the COVID-19 pandemic and the effect it has had on lifestyle choices as they relate to personal safety and health awareness.

Subsequently, this event has and will have a dramatic effect on operational planning and brand positioning strategies for enterprise environments in the United States and around the World.

To be specific, COVID-19 has had a negative impact on the Travel, Vacation Resorts, Recreational Tennis and Golf, Events and Entertainment, Food and Beverage, and Hospitality markets. Most predictive analytics indicate that it will continue to be a challenge for businesses that operate in these classifications. It is clear that Innisbrook's business model has been challenged.

With the vision for capital investment planning, expense management and profit targets compromised, it will be necessary for the Innisbrook Golf Resort and Spa to synergize an Operational Plan that positions its' Brand as a Safe and Healthy leader in the industry. This will require serious and exceptional development, implementation and marketing of structured and objective criteria, for verifiable, safe and healthy policies, procedures and programs.

The information herein is an outline to assist Exempt Management, the Managing Director, the Board of Governors and Salamander's Executive Leadership, with their planning strategy to re-open the Resort. The proactive recommendations in this outline, utilizes independent third party consultation to perform asset based field evaluations, recommendations and document audits, to assist in the development of a comprehensive plan intended to augment the current initiatives and formulate an advanced Safe and Healthy action plan post COVID-19.

MISSION

- To develop informed and strategic, post COVID-19 solutions for the continued growth of the Innisbrook Resort and its Organizational, Operational and Brand Marketing initiatives, that focuses on verifiable Safe and Healthy practices and the well-being of everyone at the Resort.

OBJECTIVE

- To summarize a plan position that manifests financial advantages for the Resort's development and elevates Safe and Healthy practices and long term core improvements in top line revenues, expense management and bottom line growth, while ensuring a strong competitive posture, economic sustainability and funding for future capital expenditures.

GOALS

- To assess and define the Resort's unique resources and distinguish key Safety and Health improvement opportunities with employee, management, operations, marketing and corporate participation.
- To identify industry trends, emerging programs, actionable data and Safe and Healthy standards that supports the objectives of Innisbrook.
- To implement a Resort wide Safe and Healthy action plan that includes operational preparedness to ensure Member, Owner, Guest and Employee Safety and Health confidence while developing departmental profit center opportunities through leveraging the Resorts resources.

METHODOLOGY

- To focus on verifiable Safe and Healthy policies, procedures and programs at the Resort and market them as an advantage over direct competition.
- To identify and improve the Safety and Health business deficiencies of the Resort that place it at a disadvantage relative to the marketplace.
- To evaluate and expand the marketing opportunities for the verification of Safe and Healthy programs that are Resort initiatives.
- To segment, all touch point procedures in physical zones on the property and identify areas of improvement that could interfere with successful Resort business operations, personal Safety and Health and exposes potential corporate liabilities.

OPERATIONAL PLANNING

Not only has the unexpected arrival of the COVID-19 pandemic affected normal business operations, it has necessitated a top to bottom effort to shape a new normal, post COVID-19. This challenge is nothing more than an opportunity for the Resort. Changes in the Resort's Operational Planning is essential in order remain competitive in the marketplace of the future.

To be recognized as a facility with outstanding Safety and Health Policy and Procedures, an organization must provide consistent, visible and verifiable Safety and Health Policy and Procedures throughout all areas of the Resorts operation. This effort is demanding when there are multiple touch points throughout the Resort that an Employee, Member, Owner or Guest, comes into contact with.

There is an abundance of planning information available in the search engine world. Although helpful as general information, it can be confusing when postulating an effective approach and the dilemma of establishing a course of action. Therefore, the best practice approach herein will be to apply the core fundamentals that are the strengths of Innisbrook Resort and Spa.

Included in this offering are relevant links embedded in the **"EXECUTE THE PLAN"** Section. The information contained in those links may assist in the formulation of additional planning. The process and initiatives below highlight recommendations to address this opportunity and to dove-tail with all current planning efforts.

INTERPRET THE PLAN

➤ SALAMANDER - HQ

- Ascertain the budget, organizational planning priorities, project timeline and approvals with the Corporate Executive Team.
- Record a video message in which the CEO, Shelia C. Johnson speaks directly to the Resort Team regarding the “New Normal” Mission and Salamander’s commitment to position Innisbrook as a Safe and Healthy industry leader in Resort environments and the employee workplace.
- Update, edit and revise Ms. Johnson’s Wikipedia profile and the Salamander Collections digital offerings.
- Perform media interviews and digital postings on Salamander’s efforts to create Safe and Healthy destinations for their Employees, Members and Guests.
- Collaborate and update HQ bi-weekly via scheduled meetings or as needed for guidance, directives, approvals and support.

➤ LEGAL

- Stipulate an appropriate risk assessment position and supporting case law as it relates to Safety and Health in the workplace.
- Develop Employee, Resort Guest and Management limited liability waivers as required.
- Develop employee liability protection policy regarding employee communication to management of any non-compliance by an employee or employees of Safety and Health procedures.
- Develop corporate liability protection policy regarding individual privacy rights as they relate to Safety and Health procedures.

➤ FINANCE - ACCOUNTING

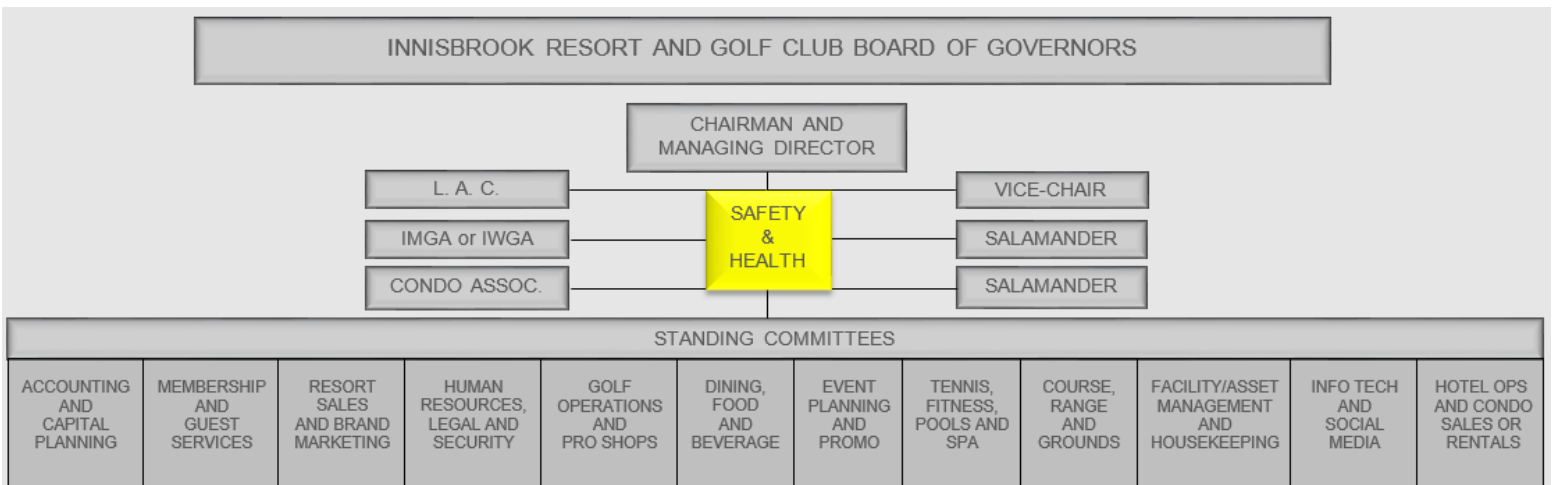
- Verify that Paycheck Protection Plan (PPP) and Economic Injury Disaster Loan (EIDL) submission requirements have been met.
- Follow up with furloughed staff on Unemployment Insurance concerns.
- Investigate and determine any deductible disaster recovery expense elements that are deemed eligible by the IRS for disaster recovery expenses.
- Assign general ledger account numbers to any deductible activities and initiatives that are deemed eligible by the IRS for disaster recovery expenses.

- Review and negotiate purchase contract terms for 90-120 days instead of 30-60 days with authorized Vendors and Suppliers.
- Review and re-negotiate leasing terms with all authorized Vendors and Suppliers.
- Determine the budget for reopening the Resort with HQ Executives to support the Safety and Health Organizational Planning initiatives.

MAKE A PLAN

➤ BOARD OF GOVERNORS - SAFETY AND HEALTH STANDING COMMITTEE

- Amend the Board of Governors and Resort Organizational Structure to include a Safety and Health Standing Committee, reporting to the Managing Director. This Committee would be a clearing house for all Resort Safety and Health programs and initiatives. (See Chart Below)
- Responsibilities would include development and implementation of a Board approved strategy for which all the Resort’s Safety and Health protocol, standards and policy become institutional while preserving the underlining business planning continuity of Innisbrook.
- The position responsibilities would also include the measurement and effectiveness of the Member, Owner, Guest experience of established Safety and Health standards and evaluation of the operating performance on all Resort Safety and Health initiatives and compliance of Government programs.
- Review, revise, republish and distribute a new “Code of Regulations” to reflect the changes in Resort Safety and Health programs.
- All Resort Safety and Health initiatives, programs and protocols should be submitted in a standardized format as approved Resort “policy” and retained as Standard Operating Procedures.



PRIORITIZE THE PLAN

➤ PHASES - ROLLOUT SEQUENCE

- Manage expenses commensurate with Resort planning tasks and business demand.
- Actual Safety and Health Policy and Procedure changes and Resort preparedness should be sequenced according to the most current COVID-19 data, local Health Department recommendations, State and Federal government guidelines and the Resort's payroll budget.
- Recommended roll out sequence breaks:
May 1, May 15, June 1, July 1, Sept 1 and Nov 1
- Recommended Phase Openings by Client Base, Activity and Geographic Market:
May 1 - Members only. Golf and Tennis
May 15 - Members and their Guests. Golf, Tennis and limited Pool
June 1 – Members, their Guests and 100 mile radius market - All Resort*
July 1 – Members, their Guests and the State of Florida market - All Resort*
September 1 – South East United States - All Resort*
November 1 – Full opening
May 1 through November 1 - Special Promotions for Condo Owners/Members and Rental Pool participants.
- *Recommended Outside activity sequence with modified venue availability based on demand: Follow Outside/Inside Opening Phases and Geographic Market sequence breaks.
- *Recommended Outside/Inside Dining offering sequence with modified venue availability based on demand:
May 1 through November 1 and beyond – Curbside/Pick-Up/Delivery
May 1 through 15 – Outside Dining at 25%
May 15 through June 1 – Outside at 50% and Inside at 25%
June 1 through September 1 – Follow guidelines by the CDC & NIH for prioritization sequence compliance through these dates.
- Regroup and reprioritize due to any non-controllable changes or revelations.

It is almost incomprehensible to quantify the capital drain and other costs to a business in this pandemic environment.

It is also understandable for a business to desire to open full operations as soon as possible.

It is recognizable that no one knows empirically at this time, what long term effects that COVID-19 will have until therapies and vaccines have been developed and tested.

It is not advisable with this pandemic, to rely on econometric models to guide opening sequences, rather, build a deliberate operational model that will sustain future pandemic outbreaks or the reemergence of COVID-19.

ORGANIZE RESOURCES

➤ **MANAGEMENT - MEMBERS - OWNERS - GUESTS - EMPLOYEES**

- Assemble the Directors and Exempt managers from every area of the Resort.
- Communicate that the highest priority is implementing new Safety and Health Policy, Procedures, Protocol and Programs.
- Challenge Management to propose and implement new Safety and Health centric programs.
- Indicate that future performance evaluations and incentives will be measured on effective implementation of Safety and Health Policy and Procedures.
- Insist that all protocol that is submitted be in a standardized Policy and Procedure format.
- Conduct separate on-line Member, Owner, and Guest Surveys that requests responses on specific Safety and Health concerns.
- Conduct an Employee survey that asks employees about their fears and primary concerns and develop a plan to alleviate the concerns.
- Analyze and evaluate the recommendations that most reflect a sampling to insight and understanding of the survey participants' concerns and expectations.
- Assimilate all the Survey's and develop an action plan from the results.
- Conduct ongoing, regular focus group meetings that open discussions on specific planning strategies.

COMMUNICATE THE PLAN

➤ **ALL RESORT**

- Create a video from the Managing Director, J. Michael Williams, regarding the Resort's Goals, Objectives and Resort-Wide Team participation requirements and management support.
- Emphasize that the Resort is following recommendations from the Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO), State and Local Health Departments and are taking precautions to protect the health and well-being of Employees, Members and Guests.
- Highlight the pathway forward. Rather than minimizing risks, focus on the scenario that is most likely to happen if everyone does their part.

- Detail the commitment to provide PPE and to ensure complete compliance with Safety and Health protocols.
- Establish Safety and Health as a priority to the Company and Staff.

EXECUTE THE PLAN

➤ **ACTION PLAN - PREPAREDNESS**

- Initially, provide each Exempt manager specific actions they can take to elevate the Resort Team closer to the Safe and Healthy Mission and Goals.
- Emphasize how continued development and implementation of Policy and Procedure is integral to ensure a Safe and Healthy Resort.

Safe and Healthy priority actions, protocols and “Best Practice” information is segmented below by Resort operating zones.

For convenience, hyperlinks have been embedded throughout this section. (Underlined)

➤ **GOLF OPERATIONS**

- See Golf & Cart Protocols April 23, 2020 from Managing Director, J. Michael Williams.
- [USGA Rules and Guidance during Covid-19.](#)
- [PGA Articles and Resources.](#)

➤ **GOLF SHOPS**

- Open the floor plan in the Golf Shops by taking 50% of the fixtures off the floor.
- Promote distancing by limiting access to Shop by 1 person per 50 sq. ft.
- Reduce the inventory and future spreads with Suppliers.
- Post a Cleaning Schedule.
- Perform Sanitation and Distance Protocol Training.
- Provide [PPE Options](#) for Staff and POP signage for Shop.
- [Facility Cleaning and Disinfection.](#)

➤ **EVENTS – TOURNAMENT - GROUPS**

- Event Planning
- Safe Meetings and Events

➤ **COURSE AND GROUNDS**

- GCSAA Maintenance Guidelines
- Golf Course Maintenance Best Practices

➤ **GOLF INSTITUTE - INSTRUCTION**

- Record or subscribe to Golf Instruction Video's and email blast to members and former guests virtual lessons on a regular basis.
- Golf Instruction Video Marketing
- Instruction Best Practices
- Golf Instructor Survey

• **RANGE**

- Pause all Clinics.
- Space hitting stations and have attendant pour out balls.
- Revise hours.

➤ **FITNESS**

- Eliminate 50% of machines and space for distancing guidelines.
- Post Cleaning Schedule.
- Provide PPE Options for Staff and POP signage for Fitness Center.
- Perform Sanitation and Distance Protocol Training.
- Health Club Reopening Plan

➤ **POOLS**

- Space all pool furniture and tables for distance compliance.
- Continue to follow Pinellas County Health Dept. Directives.
- Regularly Schedule Enforcement of the Pools.
- [Florida Health Department Swimming Pool Information](#)
- Post Cleaning Schedule.
- Perform Sanitation and Distance Protocol Training.
- Provide [PPE Options](#) for Staff and POP signage for Pools.

➤ **SPA**

- Continue to follow Pinellas County Health Department Directives.
- Limit Hours – By Appointment Only.
- Space Stations for Distancing.
- Post a Cleaning Schedule.
- Provide [PPE Options](#) for Staff and POP signage for Spa.
- Perform Sanitation and Distance Protocol Training.

➤ **TENNIS – INDOOR GAMES - OUTDOOR GAMES**

- See Golf & Cart Protocols April 23, 2020 from Managing Director, J. Michael Williams.
- Provide [PPE Options](#) for Staff and POP signage.
- Perform Sanitation and Distance Protocol Training.
- [U S T A Statement for Tennis](#)
- [Tennis Facility Grant Program](#)
- [U S T A Play Tennis Safely](#)

- Develop Facility use Protocol, Cleaning Schedule and Hours of Use for Indoor and Outdoor games

➤ **PURCHASING**

- Communicate mission, spacing, distancing, touchless service etc. to Purchasing Manager.
- Provide Purchasing Manager all Supply Checklists submitted by each Resort zone.
- Ascertain Resorts Budget for Reopening Plan Supplies.
- Determine the approximate needs for future PPE.
- Source and Procure, masks, sanitizer, signs etc.
- Safety and Health Product Examples

➤ **FACILITY MANAGEMENT**

- Space parking lot to every other position.
- Review Tram operations and alternative solutions.
- Paint housekeeping building inside/out, refresh breakroom/outside seating and landscaping.
- Put tape over every other sink and urinal in all public restrooms.
- Preparing The Workplace
- Put decals on floors to direct traffic flow and appropriate spacing.
- Departmental Preparations
- Prioritize development for implementing contactless transactions such as Apple Pay.

➤ **DINING - FOOD - BEVERAGE**

- Set up Room Service Delivery and Curbside Pick Up.
- Institute Disposable Menu Program.

- Ensure all condiments are in individual packs.
- Space tables and seating for distancing.
- Pinellas County Health Department
- Provide bottled water on request.
- Safety in Food Operations
- Post on web site basic menu for delivery or curbside pick-up.
- Consider Bathroom Monitors in Public Restrooms.
- Limit hours of Buildings and stagger employee starts.
- Mandate that employees wear masks while they are working and take frequent breaks for handwashing.
- Ensure employees maintain distance.
- Cleaning vs. Sanitizing
- National Restaurant Association Guidelines
- National Restaurant Association Blue Print For Recovery
- Investigate Menu Change with Plant Food Based Offerings.
- Food and beverage staff should be trained to ask for preferences of disposable Cups or Glass.
- Provide PPE Options for Staff and POP signage for all Restaurants.
- Perform Sanitation and Distance Protocol Training.

➤ **HOTEL - RESORT SALES**

- Provide as courtesy, CDC-approved masks and hand sanitizing packets to all Guests at check in and to those who ask for them.
- Hotel Reopening
- Hotel Strategy Post COVID-19
- Make temperature testing available to Guests using infrared thermometers.

- Offer free pick up at the airport.
- Utilize touchless check in and out.
- Institute contactless White Gloved valet and greeter program.
- Insist the professional in-house Sales and Marketing team sell confidence in Innisbrook Safety and Health programs.
- Hotel Opening Strategy
- Provide PPE Options for Staff and POP signage.
- Perform Sanitation and Distance Protocol Training.

➤ **BACK OF HOUSE**

- Arrange for Tele-Commuting or remote working accommodations while not compromising business continuity.
- Create 100% paperless operations.
- Reconfigure open workspaces with a 6' bubble.
- Provide PPE Options for Staff and POP signage.
- Perform Sanitation and Distance Protocol Training.
- Remote Work Strategy Concerns
- Remote Work as New Normal

➤ **EMPLOYEE RELATIONS**

- Aim to ease employees' fears by delivering facts.
- Stress and Coping
- Inform Employees about Safety and Health risks and what Innisbrook is doing to minimize them.
- Employee Rights
- Provide PPP for anybody who requests it.

- Develop Table Top scenarios and videos for sanitation procedures, prophylactic initiatives and Guest relations protocol.
- Protecting Members and Staff
- Work Place Safety
- Ensure all employees and management staff see the videos from the CEO Sheila Johnson and the Managing Director J. Michael Williams.
- Take temperature test on employees' daily.
- Indicate that Innisbrook is following recommendations from the Centers for Disease Control and Prevention (CDC) and World Health Organization (WHO), and are taking precautions to protect the Safety and Health of everyone at the Resort.
- Provide PPE Options for Staff and POP signage for all breakrooms and work areas
- Perform Sanitation and Distance Protocol Training

➤ **HUMAN RESOURCES**

- Develop a communication strategy and create talking points and guidelines for all managers to use that anticipates employees' concerns.
- Review and revise the Performance Appraisal Procedure and Management Incentive Program to reflect new Safety and Health protocol.
- Review Job descriptions and revise to reflect new Safety and Health protocol.
- Review, revise and a re-conduct all Resort staff training programs to reflect new Safety and Health protocol.
- Evaluate Improvement opportunities for Safety and Health Training Procedures and Check lists.
- Workplace Strategy
- Institute a Management schedule for welcoming Members and Guests at the Resort.
- Ensure all Safety and Health policy, procedure and protocol programs are submitted in the same format and retained for employee and management evaluations, marketing and any future litigation.
- Human Resources Guidelines
- Revise and standardized Policy and Procedure template form.

- Develop training programs for Temperature Testing, Online Health Screening, Workplace Distancing, Sanitation and PPE.
- Develop Staggered Scheduling plan.
- Furloughed Employee Information
- Develop Recognition program for employee sanitation performance, improvements or Safety and Health recommendations.
- Communicate to all employees' that it is OK to stay home if they are not feeling well.
- Develop Sanitation, Safety and Health Checklists for all areas of the Resort.
- Develop process and communicate a “no fear reporting” program that supports and protects employees' for reporting violations of Resort Safety and Health Policy and Procedures.

➤ **RESORT OPS- HOUSEKEEPING**

- Enhance and revise cleaning procedures at the resort with a special focus on public areas and Guest accommodations.
- EPA Disinfectants for Use
- Chemical Supplier Products for Virus
- Tips for Cleaning Hotels
- Increase the frequency of cleanings, especially on frequently touched surfaces, such as doors, counter tops and furniture.
- Provide additional trainings for team members on washing hands and sanitation techniques.
- Using recommended disinfectant cleaning wipes at the check-in areas.
- Offering additional hand sanitizing gels around the Resort.
- Cleaning vs. Sanitation
- Schedule COMMON AREA Housekeeping on weekends (When occupancy is at its peak).
- Hotel Cleaning Standards
- Develop “STANDARDS OF SANITATION” (SOS) program.

- Clean rooms after guests depart and before the next guest arrives.
- Develop Common Area Bathroom Attendant Program.
- Test 2 people per Sanitizing Crew for Guest Rooms.
- Increase the frequency of cleaning focusing on high-touch areas including employee entrances, and staff offices.

➤ **WEB SITE, TECHNOLOGY AND SOCIAL MEDIA**

- Communicate through Resort and Member web sites on a regular basis.
- Update, edit and revise Innisbrook Golf Resort's web site, social media posts and travel site postings.
- Update Members web site.
- Review All 3rd party booking sites for comments and edit postings where possible.
- Digital Marketing Strategy

➤ **REAL ESTATE**

- Increase usage of <https://www.innisbrookrealestate.com/Home> Featured Properties web site page for virtual tours.
- Emphasize new Safety and Health Policies and Procedures when showing properties.
- Develop standardized property viewing Procedure and post on web site.
- Coronavirus: Guide for Realtors

➤ **SAFETY AND SECURITY**

- Security Personnel Exposure
- Hotel Security Planning
- Design security- gate procedures for post COVID-19.

- Wear masks, shields and gloves.
- Utilize Quick Read (QR) codes on the Resorts Dwelling Live portal for guest gate pass-scan.
- Enforce “Vendors Only” inbound and outbound through the North Klosterman gate with no exceptions. (The existing sign is not visible on Innisbrook Drive from US 19 before Belcher Road).
- Revise and communicate hours of delivery to primary vendors and suppliers.
- The GPS routing for iMAPS and Google Maps needs to be resubmitted resulting from the Highway Department’s original cone redirect of traffic pattern at Belcher Road and Innisbrook Drive.
- The gate should have a digital copy of the Daily Tee Sheets, Spa Appointments, Restaurant reservations, Meeting appointments, Event participants etc. for verification.

➤ **VENDORS - SUPPLIERS**

- Require Vendor participation, involvement in Safe and Healthy procedure compliance, Inventory or Supply quantity management and Supply Chain documentation.
- Managing Supplier Relationships
- Vendor Pandemic Planning

➤ **MARKETING**

- Develop Guest Safety and Health awareness campaign.
- Marketing Principles Post COVID-19
- Marketing Life Post COVID-19
- Marketing Strategies Post COVID-19
- Develop airline partnership discount program for Rental Pool Owners.
- Develop ongoing digital brand communication channel featuring Safety and Health practices at the Resort.
- Emphasize what Innisbrook is doing to make the Resort Safe and Healthy in all copy.
- Reposition and re-build the Innisbrook’s Brand Image in the Marketplace to reflect leadership in Safety and Health commitment and preparedness.

- Cost Effective Digital Marketing

FOLLOW THROUGH

Who would have thought that planning, prioritizing, organizing, communicating and executing a comprehensive change in operations for Innisbrook post COVID-19, would require an exceptional amount of follow through to be successful?

Exempt and non-Exempt staff will be required to follow new Safe and Healthy policy and procedures. They will be asked to take action in specific ways. It will be important to request their participation by directly asking for their help. They'll feel invested in navigating the changes by finding solutions when they are empowered to take the action. Affirm their strengths, present the challenges you need solutions for, and ask them to put their heads together to decide how to best handle them.

During this time of transition, it is equally important to bring calm to chaos. By being honest and transparent with the Team members, you will build trust and all will participate in forging a path forward.

What the Resort's future Safe and Healthy environment will look like is determined on how well the Plan is implemented. Follow a master to-do list, adhere to the pre-approved budget and stay on a timeline that will assure achievement of the Mission.

BRAND POSITIONING

➤ RE-OPENING

Unfortunately, the most perfect execution of planning objectives, strategies and tasks will not ensure a robust return to "normal" business.

Consider the most current survey information below:

- Americans' concerns about personally contracting the virus continued to slowly decrease (from 72.9% last week to 70.4% this week) while concerns about personal finances increased (up from 67.6% to 70%)
- Most travelers want businesses to have certified cleaning/disinfecting protocols in place (63%) as well as employee health screenings (60%) and limitations of crowd size (55%)
- Nearly half of travelers will need many assurances to feel comfortable going back to a normal lifestyle including a proven treatment (47%) and a vaccine (45%)
- Agreement that the coronavirus situation will be resolved by the summer continues to decline (from 30% last week to 27%)

- Just under half (47%) say that they will take more regional trips while avoiding long-haul trips, 73% say they will be avoiding large meetings and 78% say they will be unlikely to travel abroad until the coronavirus situation is resolved.
- Travelers are starting to feel a little safer about engaging in all travel-related activities like staying in a hotel (17%) and or visiting a park (31%)
- Travelers are becoming more eager to travel when it will be safe and possible than they were two weeks ago—particularly taking domestic road trips closer to home
- The likelihood that travelers place on actually traveling domestically in coming months has also increased in the most recent survey
- 82% of travelers will change their plans in the next six months
- 61% of travel decisions for the next six months are “greatly impacted” by COVID-19 concerns (63% *last week*)
- Roughly one-third of customers would return right now to their regular activities (including hotels and airline travel) without hesitation if that was a possibility, while another third is waiting for a medical breakthrough (vaccine or treatment)
- With assurances that it is safe to do so, 57% would go on an overnight trip within three months
- More than half (55%) of business travelers expressed that health screenings at public venues would have an extremely positive impact on their willingness to visit (compared to 42% for leisure travelers)
- More than half of travelers would be open to participating in medical screenings (temperature check and/or swab test) upon entering a hotel, but a sizable minority would refuse or seek other locations

Sources: Longwood International, Destination Analysts, US Travel

Survey sentiment suggest Americans may be reluctant to head to public places, even as authorities allow doors to open again and that more than two-thirds plan to avoid some kind of public place or plan to change travel plans after the lockdowns end.

➤ **CERTIFIED SURE VERIFICATION**

“Businesses will have to show they have adequate safety measures in place when they reopen during the coronavirus pandemic”, according to Chloe Demrovsky, CEO of Disaster Recovery Institute International. “Customers are going to be demanding not just assumptions of safety but visible steps and measures that companies are taking on behalf of their employees and on behalf of their customers. In general, the types of safety measures implemented by businesses will vary across sector and by size. But all businesses must have a plan.”



WE ARE AN INDEPENDENT DOCUMENT AUDITING COMPANY THAT SPECIALIZES IN THE DEVELOPMENT, IMPLEMENTATION AND RETENTION OF STRUCTURED AND OBJECTIVE CRITERIA FOR VERIFIABLE, SAFE AND HEALTHY POLICIES, PROCEDURES AND PROGRAMS IN ENTERPRISE ENVIRONMENTS.

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We provide a value-added digital marketing service to our Clients. With real time validation at the point of contact on the Innisbrook web site platform, we are a resource for your Guests to receive assurance that Safe and Healthy policies, procedures and programs are practiced at the Resort.

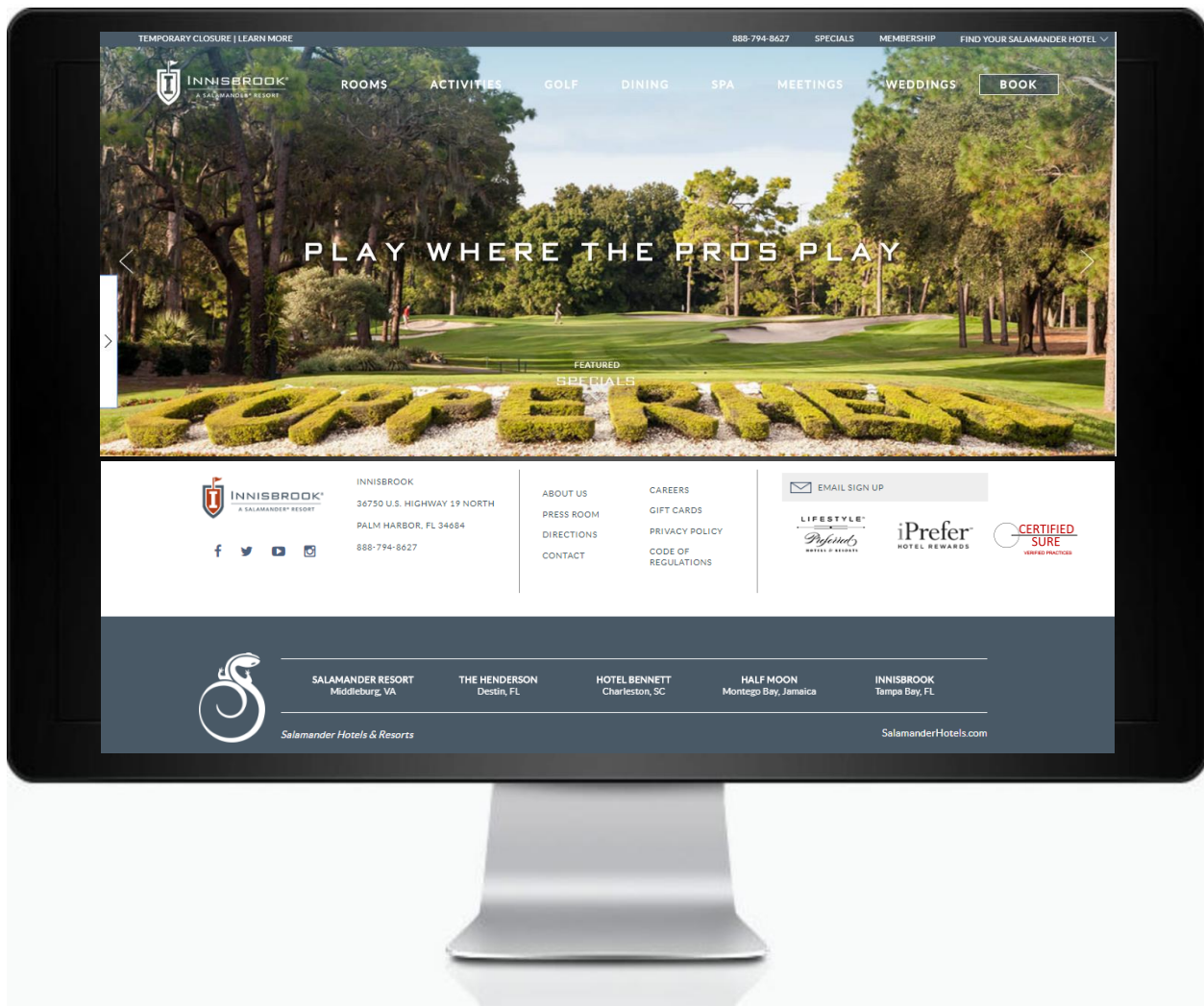
Our certification will improve Innisbrook's competitive posture and assist your Guests in making an informed decision when booking a stay at Innisbrook.

We have extensive experience on our Safety and Health Advisory Board in Business Operations, Information Technology, Legal and Board Certified Health professionals, licensed to practice in Florida.

Certified Sure will provide Innisbrook Members, Owners and Guests with an additional layer of confidence and position the Innisbrook Brand to optimize revenues post COVID-19.

(Credentials and Certifications available on Request)

<https://www.innisbrookgolfresort.com/>



[CLICK ON THE CERTIFIED SURE LOGO ON THE LOWER RIGHT OF THE SCREEN FOR THE CERTIFIED SURE WEB SITE](#)

➤ CONCLUSION

The proceeding information is respectfully submitted as a “Best Practice” strategy for the Innisbrook Golf and Spa Resort post COVID-19. The development of a strategic plan is a must and no stone should be left unturned.

As a famous restaurateur recently stated, “You will need to get the peoples trust first. If people trust that you can keep them safe they will come to you. Before the pandemic you used to go to a restaurant that had your favorite burger. Now you’ll go to the restaurant that has your second favorite burger, if you trust that they have your best interest at hand.”

RESEARCH, RESOURCES AND REFERENCES

*DISASTER RECOVERY INSTITUTE INTERNATIONAL,
AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS,
INTERNAL REVENUE SERVICE, NATIONAL RESTAURANT ASSOCIATION,
DEPARTMENT OF OCCUPATIONAL HEALTH AND SAFETY ADMINISTRATION,
WORLD HEALTH ORGANIZATION INTERNATIONAL, DESTINATION ANALYSTS,
NATIONAL ASSOCIATION OF REALTORS, LONGWOOD INTERNATIONAL,
ENVIRONMENTAL PROTECTION AGENCY, AMERICAN CHEMISTRY,
NATIONAL INSTITUTE OF ALLERGY AND INFECTIOUS DISEASES,
INTERNATIONAL HEALTH, RACQUET AND SPORTS CLUB ASSOCIATION,
HOSPITALITY NET, HOTEL BUSINESS, UNITED STATES TENNIS ASSOCIATION,
PINELLAS COUNTY HEALTH DEPARTMENT, FOOD AND DRUG ADMINISTRATION,
CENTERS FOR DISEASE CONTROL AND PREVENTION, FORBES,
DEPARTMENT OF HEALTH AND HUMAN SERVICES, HOTEL MANAGEMENT,
SOCIETY FOR HUMAN RESOURCE MANAGEMENT, DWELLING LIVE
CLUB MANAGERS ASSOCIATION OF AMERICA, ON SPRING, VENDOR CENTRIC,
NATIONAL GOLF FOUNDATION, GOLF COURSE SUPERINTENDENTS OF AMERICA,
PINELLAS CHAMBER OF COMMERCE, GOLF INC., WHITE SHARK MEDIA,
U. S. TREASURY DEPARTMENT, FLORIDA DEPARTMENT OF HEALTH,
GOLF BUSINESS SOLUTIONS, DEPARTMENT OF LABOR
PROFESSIONAL GOLFERS ASSOCIATION, CVENT, DELAWARE BUSINESS TIMES,
PROFESSIONAL CONVENTION MANAGEMENT ASSOCIATION,
CLUB & RESORT BUSINESS, DARTMOUTH UNIVERSITY, TRIP ADVISOR,
UNIVERSITY PROFESSIONAL ASSOCIATION FOR HUMAN RESOURCES
SMART BRIEF, U.S. TRAVEL, WARNER NORCROSS + JUDD LLP*



TEE TIME
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