



Arts, Culture, and Recreation Businesses and Organizations

Cape Cod Business Resilience Workshops

MARCH 4, 2021



More information at capecodcommission.org/business



CAPE COD
COMMISSION



MISSION

...To protect the unique values and quality of life on Cape Cod by coordinating a balanced relationship between environmental protection and economic progress.



Tracking Pandemic Impacts

Economic Recovery and
COVID-19

CAPE COD COVID-19 DATA DASHBOARD

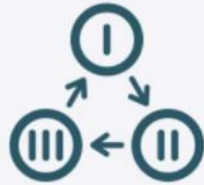
MENU 

The Cape Cod Commission created the Cape Cod COVID-19 Dashboard to provide demographic and economic data for Cape Cod towns, non-profit organizations, and businesses recovering from the economic impacts of COVID-19. The dashboards include regional and town data (when available) on population demographics, unemployment trends, rooms and meals tax revenues, employment, housing, and seasonality.



CCHC COVID-19 COMMUNITY ALERT SYSTEM

Map of confirmed COVID-19 cases on Cape Cod by zip code and subregion.



VACCINE PLANNING REPORT

This dashboard is for modeling purposes only and is not intended to determine vaccine eligibility or availability.



BUSINESS IMPACT SURVEY

Visualization of results from the Business Impact Surveys issued by the Cape Cod Commission and Cape Cod Chamber of Commerce



CAPE COD TRAFFIC TRENDS

Year-over-year daily and monthly traffic information for select Cape locations.

BUSINESS SURVEY 3



ALL INDUSTRIES

CLOSED

10%

RETURN TO
NORMAL IN 6
MONTHS OR MORE

48%

COMMUNICATIONS,
MARKETING,
SOCIAL MEDIA,
ONLINE SALES
SUPPORT

42%
ALREADY
LEVERAGED

30%
STILL
NEEDED

LOSS OF 50% OR MORE
IN 2020 VS. 2019

Q2 54%

Q3 29%

Q4 30%

450 respondents

BUSINESS SURVEY 3



ARTS, CULTURE & RECREATION



CLOSED

17%



RETURN TO
NORMAL IN 6
MONTHS OR MORE

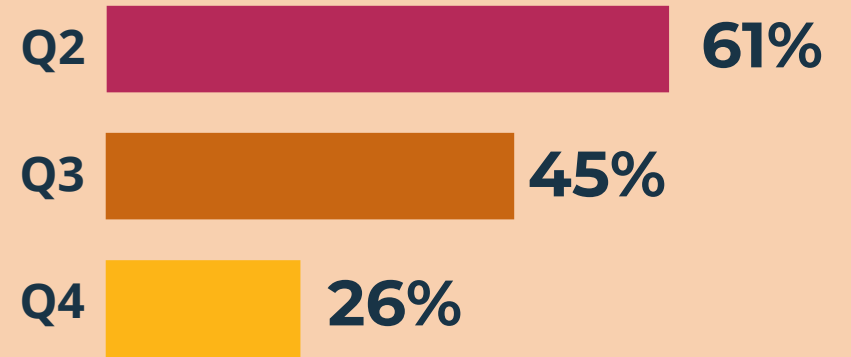
51%

COMMUNICATIONS,
MARKETING,
SOCIAL MEDIA,
ONLINE SALES
SUPPORT

39%
ALREADY
LEVERAGED

20%
STILL
NEEDED

LOSS OF 50% OR MORE
IN 2020 VS. 2019



47 respondents

BUSINESS RECOVERY & RESILIENCY PLANNING

INDUSTRY WORKSHOPS

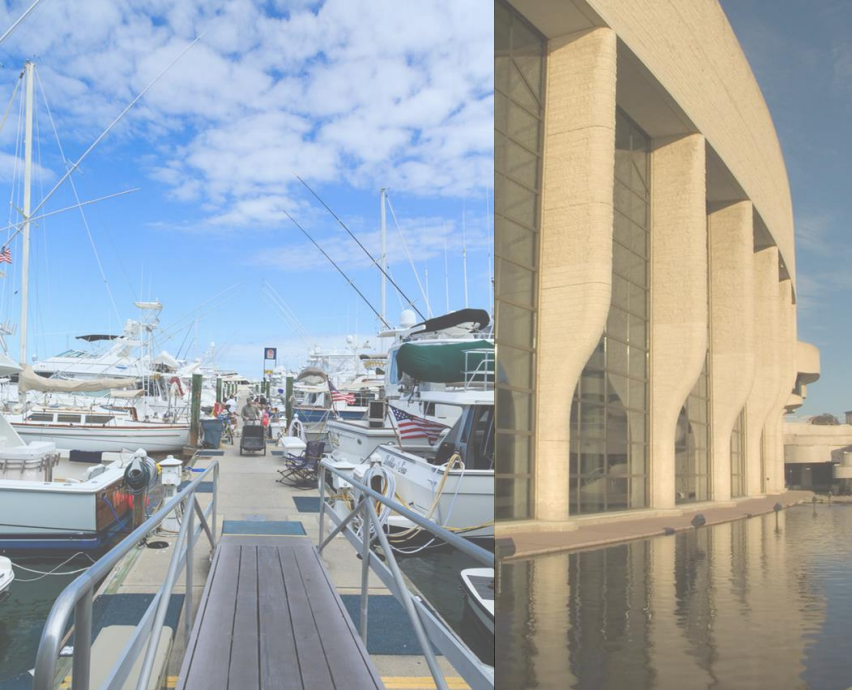


BUSINESS TOOLKITS



ECONOMIC RESILIENCY PLAN





Business Resilience for Arts, Culture and Recreation Businesses

First of our two-part business resilience
workshop series

Focus on Digital Marketing & eCommerce

Presented by:

Michael Aparicio, Principal Consultant

Estefania Lopez, Consultant

REVBVY

"A resilient business is...

one with a capacity to **absorb** stress, **recover** critical functionality, and **thrive** in altered circumstances."

-- Harvard Business Review 2020





Business Resilience & Continuity



FINANCIAL

- Access to capital during business disruption
- Ability to restructure budgets and commitments to align with new operations



PEOPLE

- Leadership and staff's ability to adapt through incremental and sudden change
- Crisis communication plan for employees, customers, vendors, and partners




PHYSICAL ASSETS

- Location / office
- Collections
- Equipment
- Inventory



OPERATIONS / SYSTEMS

- Digital infrastructure & supply chain alternatives
 - Diversified revenue channels
 - Data backups
- 

Poll
Question
#1

Which of the following elements of business resilience and continuity are areas where you need support?

- Access to Capital / Financial / Insurance
- Business Model Realignment
- Communications (internal and external)
- Information Technology / Data
- Leadership / Personal Resilience
- Online / eCommerce / Digital Strategy
- People (staff, suppliers, partners)
- Physical Location / Collections / Equipment

Please select all that apply in the pop-up window



Industry Trends

How businesses adapted?



DIGITAL

- Virtual performances and experiences
- Multi-channel brand awareness
- Intersection of digital and physical (e.g., BYOD)



PEOPLE

- Staff & resources that align with adapted operations
- Safety & Service Training
- Innovation within local communities



CUSTOMERS

- New customer segments & geographies
- “Authentic marketing” and “tribes”
Desire to connect with a brand / need to be social



INTERESTS

- Inclusion, diversity, equity, and access
- Climate change
- Outdoor
- Emerging technologies: AI, Blockchain

A row of colorful wooden houses built on stilts over the ocean. The houses are painted in various colors, including green, blue, and white. The most prominent house in the center has a white roof with a large anchor symbol on it. The houses are connected by a wooden walkway. In the foreground, there is a sandy beach with some rocks. The sky is clear and blue. The text "Business Stories" is overlaid on the image in a dark green font.

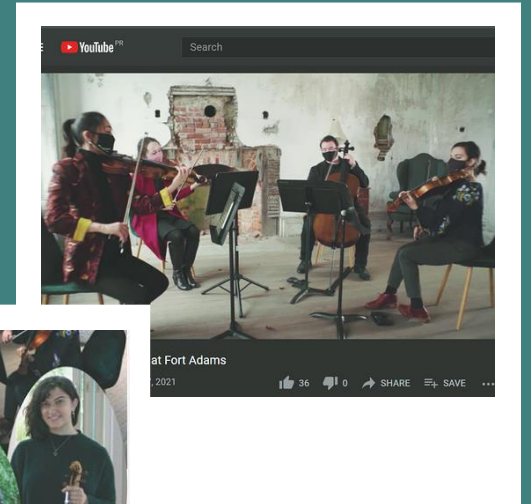
Business Stories

Newport String Project

Chamber music performance and youth mentoring initiative committed to making inspiring musical experiences accessible.

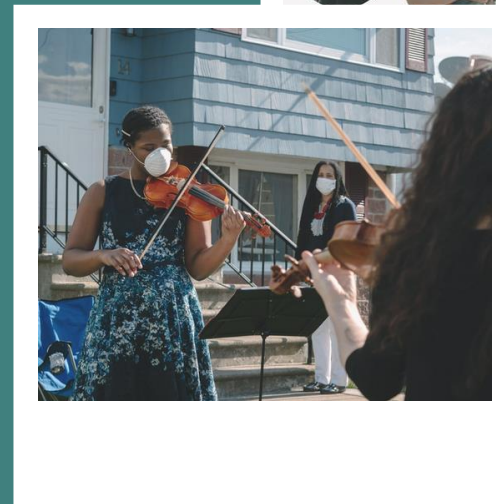
Strategy highlights:

- Hidden Newport features performances
- Online fiesta of fiddling, dancing, and more
- One to One: micro-concerts
- Doorstep Duos
- Virtual Mixtape



A recent Hidden Newport performance at Ft. Adams.

Newport String Pr
Ealain McMullin on violin, vi
cellist Jacob Mackay, and s

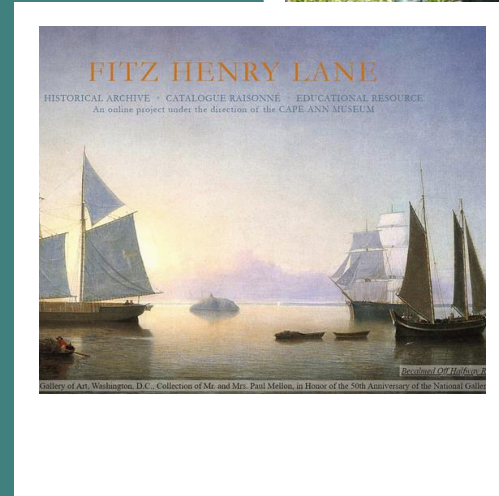


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Cape Ann Museum

Out of Gloucester, this innovative and community-focused museum developed new initiatives and revamped its virtual programming and outreach. Strategy highlights:

- "Storms Rage; Gloucester Endures."
- Online reservations only
- Host virtual lectures
- CAM (Re)Connects features many of the objects and works of art spotlighted in the Museum's virtual outreach

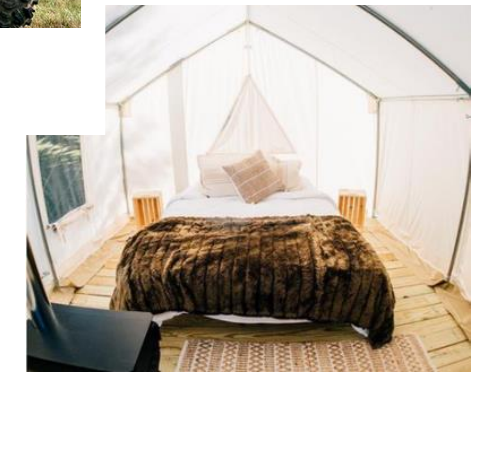
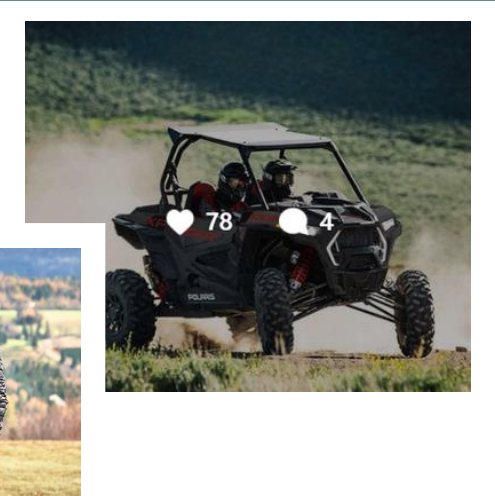


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Bear Rock Adventures

Small ATV and snowmobile rental business out of Pittsburg, NH. Founded in 2013 by a husband and wife. Strategy highlights:

- The partnership of public and private land connected through trails transformed the region
 - New England NH small-business grants
 - Glamping sites tailor-made for social distancing
 - Strong Covid-19 safety protocol
- • • • •



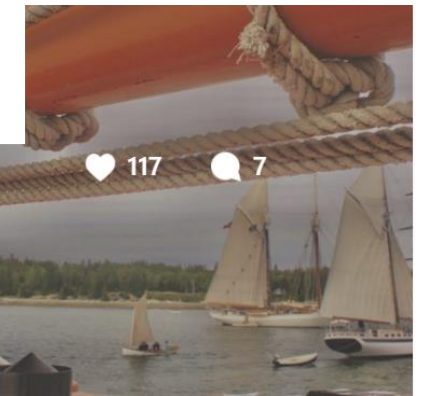
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Victory Chimes

1900 Victory Chimes is the largest passenger sailing ship in the country. They offer 3-6 day all-inclusive Maine sailing trips departing from Rockland ME.

Strategy highlights:

- Adhering to Maine's requirements
 - Adjusted overall capacity
 - Flexible cancellation policy offering a full credit voucher - valid for 2 seasons
 - Strict safety protocols
- • • • •



Poll
Question
#2

What barriers have you encountered as you've worked to adapt during the pandemic?

- Ability to realign budget
- Family or other personal matters
- Lack of a business continuity plan
- Limited access to specialized staff/resources
- Implementing online platforms/services
- Understanding how to pivot my business model
- It is unclear – we haven't been able to pivot

Please select all that apply in the pop-up window



"Even before COVID-19 hit, 92% of companies thought their business models would need to change given digitization."

- McKinsey & Company

Business Strategy

Pivot Checklist

1. Take inventory of:
 - Current resources
 - Core capabilities / expertise across your team
 - Value you deliver to your customers
 - Where your current customers are and how needs have changed
 - Risks
2. Consider new markets or new customer opportunities
3. Revisit your brand narrative
4. Identify new ways to delivery value (think outside your product or service)
5. Line up the right staff, resources, and funding to execute



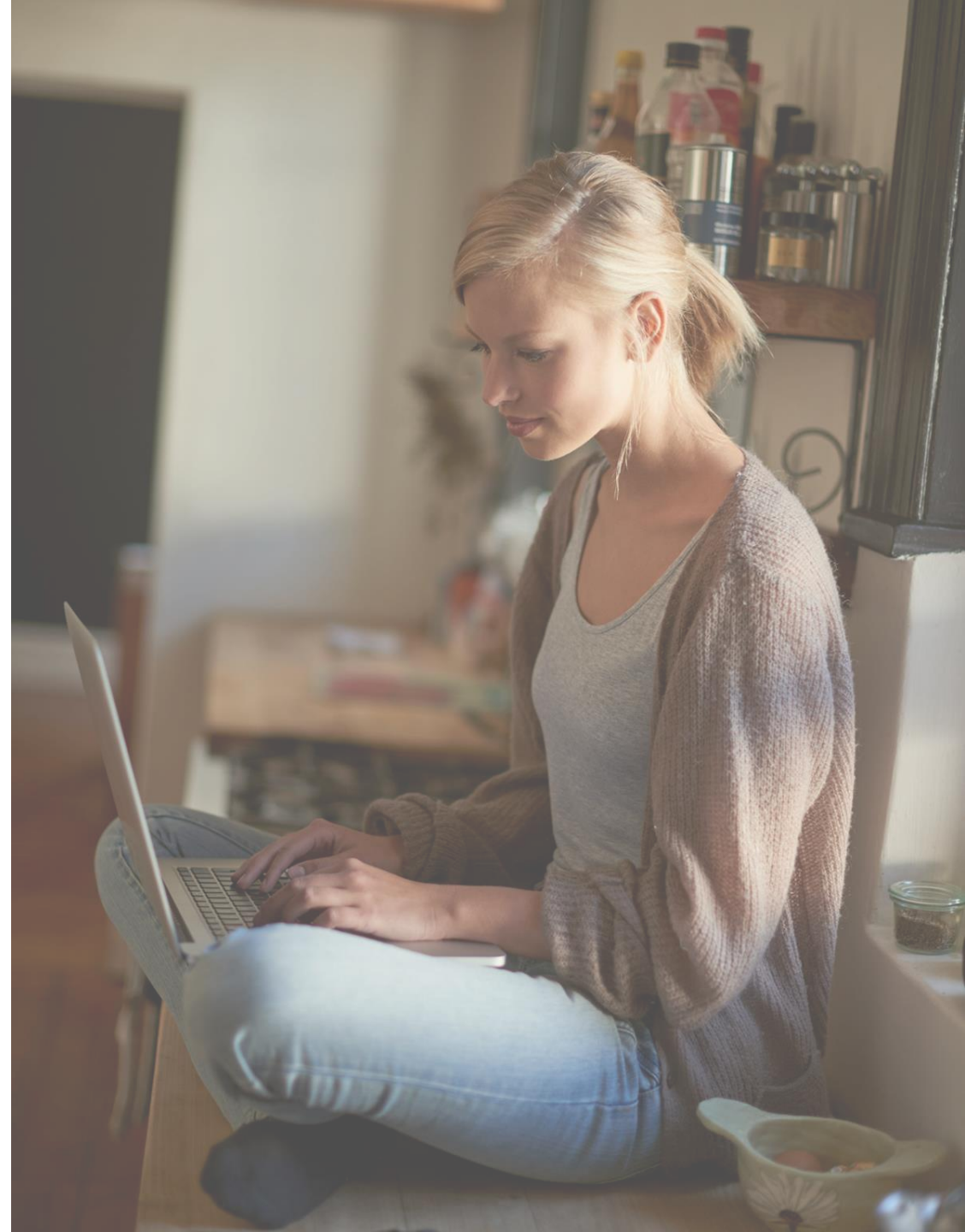
Digital Presence Audit

Put yourself in the shoes of a potential customer

- Test various search phrases that your customers may use on Google.
- Check all your social accounts.
- Check customer reviews on Google, TripAdvisor, Facebook, and other platforms.
- Review your website.

Do you appear in Google Maps (Google My Business) search results with current information?

Is what you see aligned with your intended brand image?



Customer Experience Audit

Comprehensive assessment of your customers' interactions with your brand



- Map touchpoints across your customer journey
 - Call the phone number on your website
 - Test contact forms on your website and social pages
 - Evaluate in-person experience & online experience with your staff
 - "Friction" check
- Review customer issue cases; review customer service protocols
- Gather customer feedback
- Evaluate reviews on social platforms
- Review your data (e.g., booking/ticketing and financial data)
- Take steps to improve; Take steps to remove friction

Digital **Strategy** Checklist

- Website
 - Valuable content
 - Booking engine
 - Mobile-optimized / SEO-optimized
- Multi-Channel Marketing
 - Third-Party platforms
 - Social media
 - Email marketing
 - Other marketing channels
- Collect customer data and behavioral insights



Poll
Question
#3

Which business planning exercises are helpful and interesting for your business?

- Inventory of core capabilities and resources
- Revisiting brand narrative and value proposition
- Digital presence audit
- Customer experience audit
- Digital marketing / Multi-channel strategy

Please select all that apply in the pop-up window

A coastal scene featuring a wooden pier extending into the ocean. The pier is supported by numerous wooden posts and has several buildings on top. The buildings are primarily green and white, with one prominent building having a white roof and a large anchor symbol on its facade. The ocean is blue, and the sky is clear. The foreground shows a sandy beach with some rocks.

Digital & eCommerce Service Provider Examples

Please note: Examples are for illustrative purposes to guide your own research and strategic planning, not intended as endorsements.

lightspeed.com

Cloud-b for real

Sophisticated, yet int
Lightspeed is more th
business, online and

Watch a demo

The golf powerfu

Take advantage of a r
need at your fingertips

Watch a demo

The bike shop you sell online

From work orders for repairs to robus
why half of all US bike retailers are ch

Watch a demo



Bike Rental Manager

Integrations Bike Rental Manager

www.bikerentalmanager.com
sales@bikerentalmanager.freshsales

Screenshot



Bike Rental Manager operates every aspect of your bike rental business.

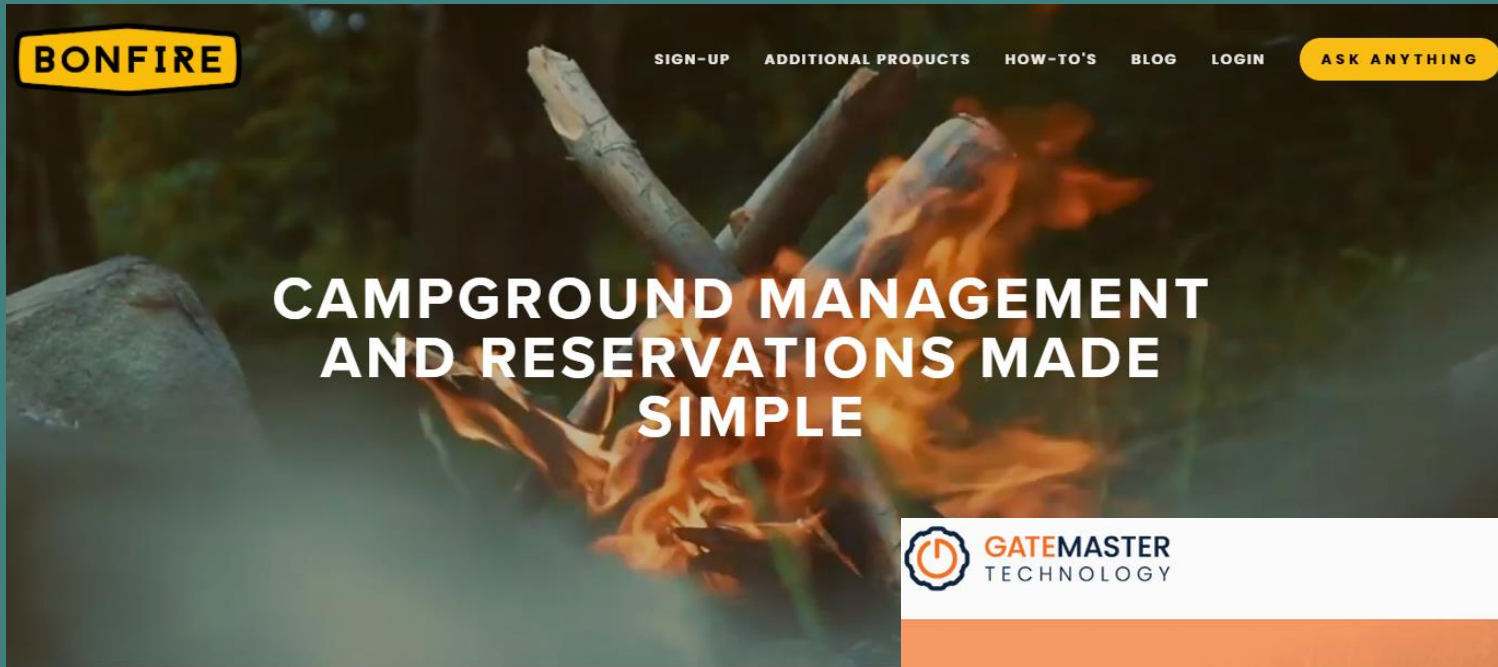
For bike stores with fleets from 20 up to 2000 bikes. BRM is software to optimize your bike rental business. Manage:

- ✓ Online bookings on your site and via distribution partners
- ✓ Customers
- ✓ Rental tickets
- ✓ Real time bike availability & visual planners
- ✓ Maintenance
- ✓ Transactions

Video



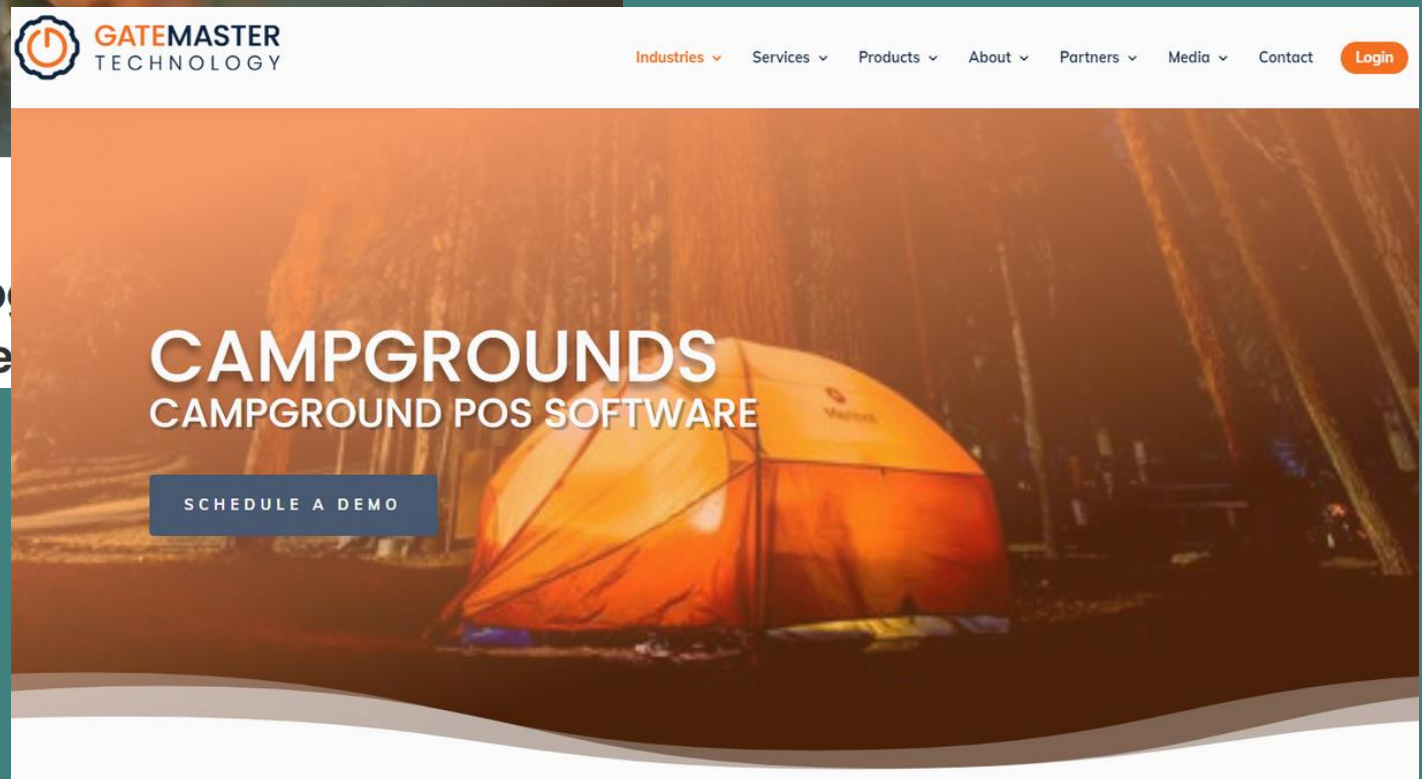
- eCommerce / Bookings
- Digital Marketing
- Analytics
- Payments
- Accounting



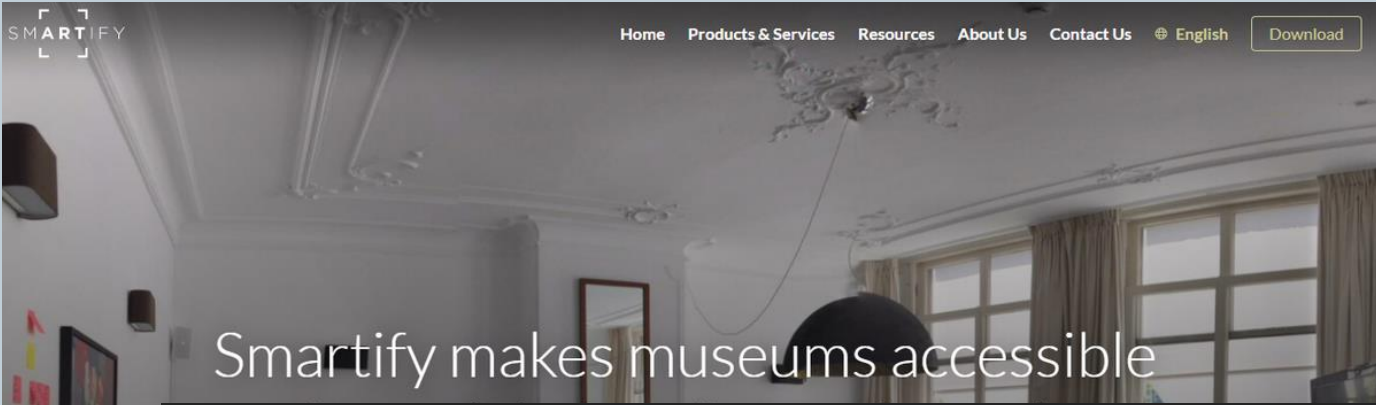
- Industry-Specific POS
- Online Booking / Marketing
- Website
- Accounting

gatemaster.com

A Simple Solution For Camp
Park Management & Re



letsbonfire.com

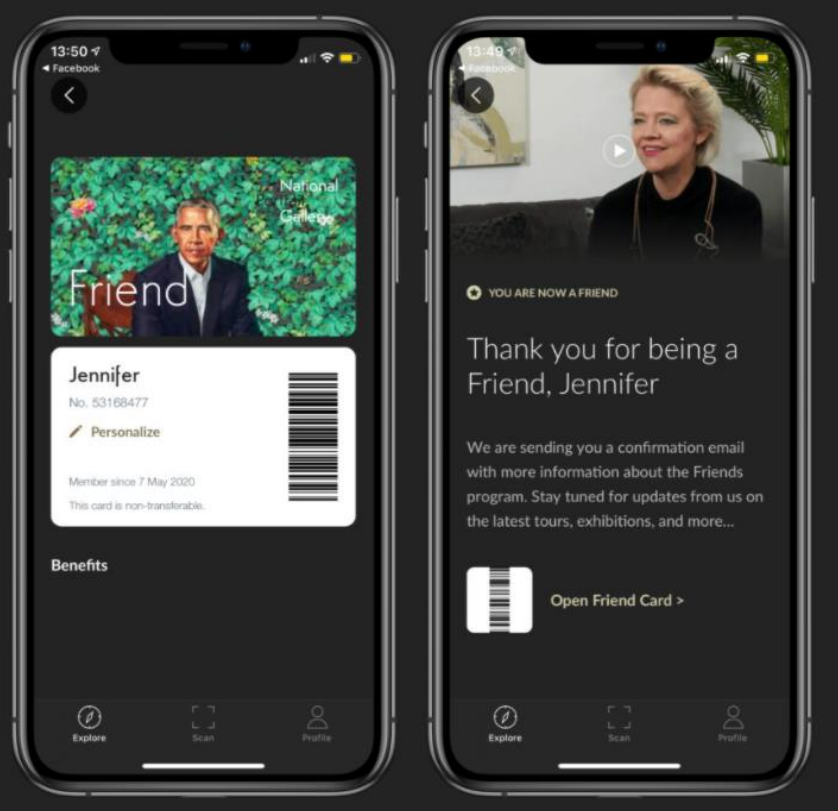


Smartify makes museums accessible

Services and Integrations

Embed Eventbrite listings, e-commerce, maps, ticketing and membership offers with Smartify. Digital services are more hygienic, reduce costs, are more environmentally friendly and create a connected digital strategy.

[LEARN MORE →](#)



smartify.org

- Mobile guide
- Content management
- Audience insights
- Digital content and media services

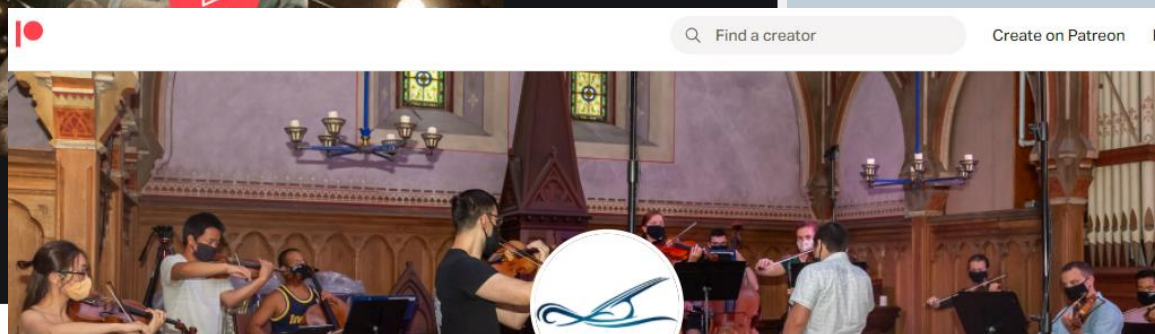
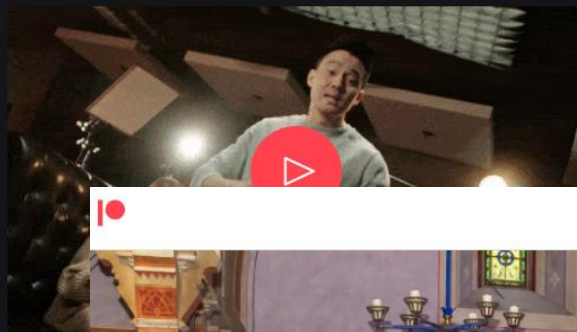
“Mobile holds the key to unlocking new kinds of visitor experience.”

Patreon.com

Change the way art is valued

Let your most passionate fans support your creative work via monthly membership.

[Get started](#)



Search the 200,000+ creat

Cape Cod Chamber Orchestra
is creating music for Cape Cod

Select a membership level

Plover (chirp-chirp)



\$5

Lobster (lobstah)



\$10

Seal (arf-arf)



\$25

"...let your fans become active participants in the work they love by offering them a monthly membership. You give them access to exclusive content, community, and insight into your creative process."

February 17, 2021

DOES THE CLUBHOUSE APP HAVE A PLACE AT YOUR MUSEUM OR CULTURAL ORGANIZATION?

Tips & Trends



joinclubhouse.com

Invitation-only, audio chat app

"Although Clubhouse lacks the same ubiquity as Instagram, Facebook, and Twitter, and the youthful appeal of TikTok, it may hold promise as a dynamic space for museums, curators, collectors, artists, and fans to connect and socialize in a laid-back, audio-only space. "

- Cuseum.com

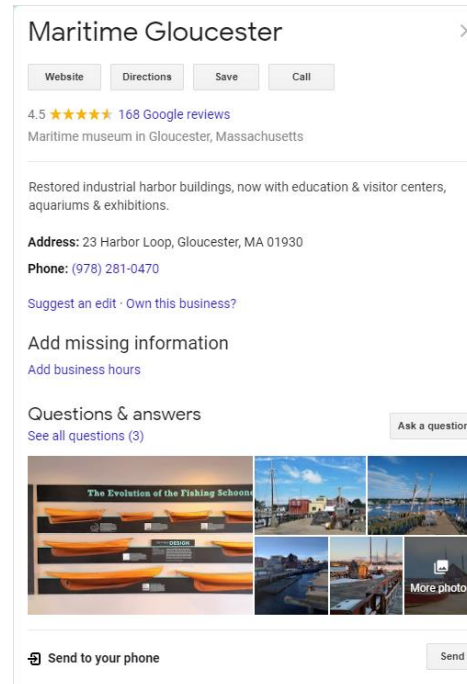


THE MUSEUM ENGAGEMENT PLATFORM

Multi-Channel Strategy: Use of Platforms to Increase Discoverability by new customers

- Optimize your Google My Business listing

- Add Covid-19 related information
- Verify hours
- Utilize Call to Action buttons
- One of the best ways to gain visibility / Local SEO



AIRBNB EXPERIENCES

One-of-a-kind activities hosted by experts

Experience the world

Unique activities with local experts—in person or online.



Online Experiences
Travel the world without leaving home.



Experiences
Things to do wherever you are.



Adventures
Multi-city trips with meals and stays.



Customer loyalty

"Acquiring a new customer can cost **five times more** than retaining an existing customer."

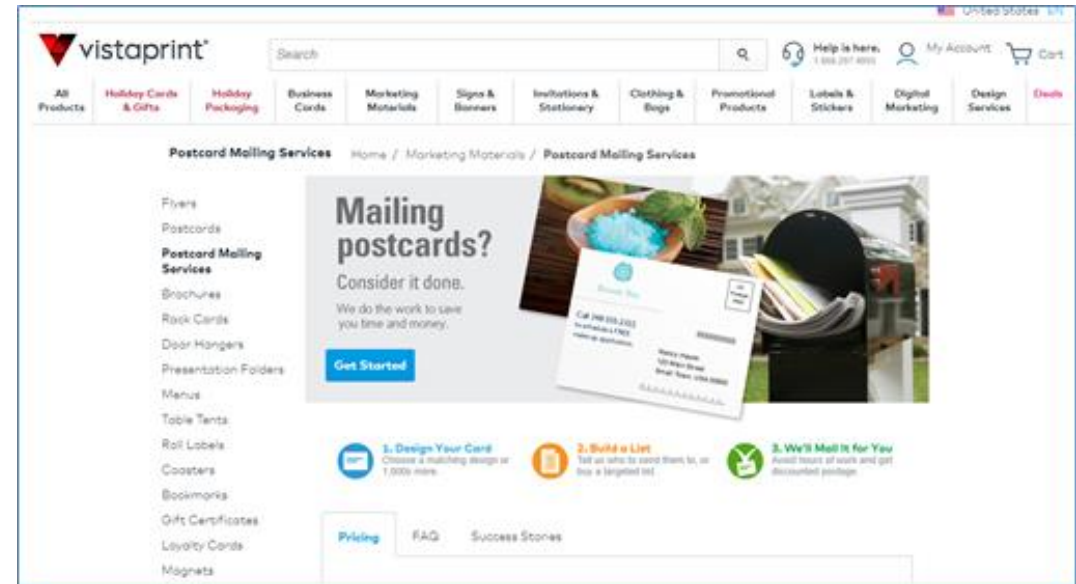
- Clear and relevant communication
- Capture customer data and special requests during booking (e.g., interests, dietary, health or accessibility needs)
- Creative, personal touches
- Loyalty functions integrated with your POS system
- Loyalty-focused apps and services



Direct Mail Campaigns

Consider a postcard mailing service as part of your multi-channel marketing strategy

- <https://www.vistaprint.com/marketing-materials/postcard-mailing-services>
- Use the design templates in Vistaprint or create your own and upload your design.
- Upload a mailing list or purchase a targeted list directly with Vistaprint. Filter your audience down by various demographic criteria to make your list more targeted.



Poll
Question
#4

Which of the following digital marketing and eCommerce elements are areas that could use further development?

- Company website
- Social media
- Customer engagement and loyalty
- Multi-channel strategy with third-party platforms
- POS / management system with integrated marketing tools
- Google My Business / Local SEO

Please select all that apply in the pop-up window

Consider outsourcing through Freelancer / Contractor platforms such as Upwork.com

- Website / eCommerce setup
- Social Media
- Content creation / blog articles







A banner advertisement for Upwork. On the left, the text reads "In-demand talent on demand.™ Upwork is how.™" followed by "Hire proven pros with confidence using the world's largest, remote talent platform." Below this are two buttons: "Get Started" and "Watch Demo". On the right, a man in a green sweater stands with arms crossed in front of a background of green and yellow geometric shapes. A small caption at the bottom right of the image reads "Wesley E. | Top Rated Data Scientist".

In-demand talent on demand.™
Upwork is how.™
Hire proven pros with confidence using the world's largest, remote talent platform.

[Get Started](#) [Watch Demo](#)

Wesley E. | Top Rated Data Scientist


Find quality talent or agencies

 Web, Mobile & Software Dev	 Design & Creative	 Writing	 Sales & Marketing
 Admin Support	 Customer Service	 Data Science & Analytics	 Engineering & Architecture

Ongoing
Execution of
your Business
Continuity &
Digital
Strategy

A group of five diverse women are running along a beach at sunset. They are all smiling and appear to be enjoying the moment. The women are dressed in casual, comfortable clothing. The background shows the ocean waves and a bright, hazy sky. The text "Starts with you" is overlaid on the image in a dark green, sans-serif font.

Starts with you



Build skills to endure hardship and avoid burnout

CONNECTING

Build strong and positive relationships at a personal level and professionally. A trusted network will make an impact.

GOAL SETTING WITH FLEXIBLE MINDSET


Set realistic goals, break them down into steps and you will have a plan to look forward to the future with meaning.

REMAINING PROACTIVE AND HOPEFUL

Although it can take time to recover from a major setback, traumatic event, or loss, know that your situation can improve if you work and maintain perspective.

TAKING CARE OF YOURSELF

Prioritize your own needs and acknowledge your feelings, include physical activity in your routine, eat a healthy diet, and aim for 7-8 hours of sleep. Practice a stress management technique such as meditation.



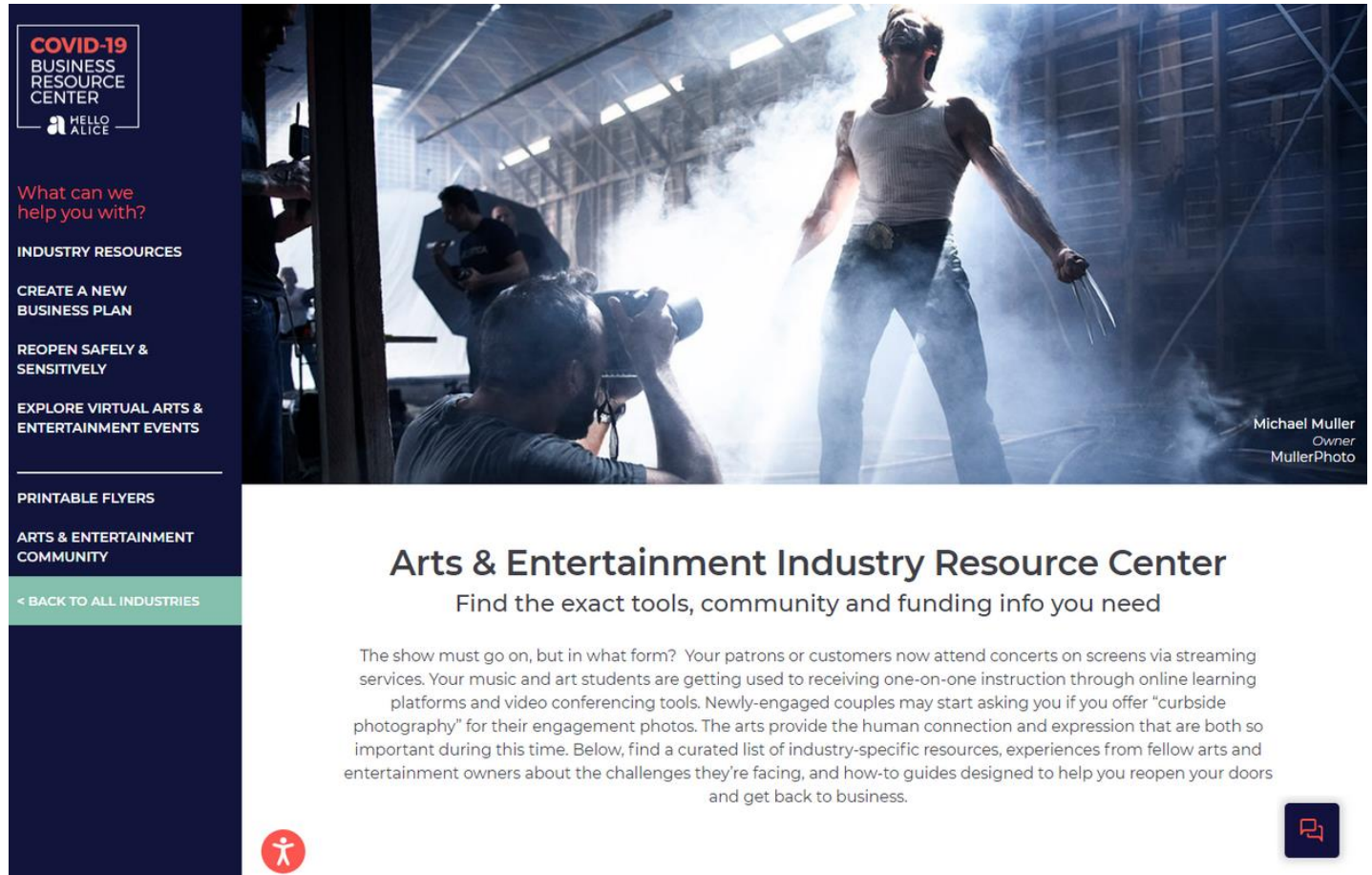
Resources

A photograph of a man and a woman in a modern office setting. The man, on the left, has grey hair and is wearing a blue and white plaid shirt and dark trousers. He is holding a tablet and pointing at it. The woman, on the right, has grey hair, wears glasses, and a green sweater. She is holding a blue folder or notebook. They are standing in front of a white desk with a laptop and other office supplies. The background shows a bright, open-plan office with white shelves, a hanging plant, and a modern light fixture. The floor is covered with a grey and blue patterned carpet.

Hello Alice



<https://covid19.helloalice.com/arts-entertainment-industry-resource-center>



COVID-19 BUSINESS RESOURCE CENTER
HELLO ALICE

What can we help you with?

INDUSTRY RESOURCES

CREATE A NEW BUSINESS PLAN

REOPEN SAFELY & SENSITIVELY

EXPLORE VIRTUAL ARTS & ENTERTAINMENT EVENTS

PRINTABLE FLYERS

ARTS & ENTERTAINMENT COMMUNITY

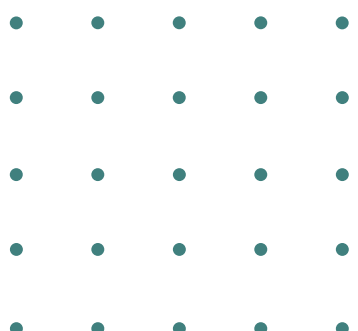
< BACK TO ALL INDUSTRIES

Arts & Entertainment Industry Resource Center

Find the exact tools, community and funding info you need

The show must go on, but in what form? Your patrons or customers now attend concerts on screens via streaming services. Your music and art students are getting used to receiving one-on-one instruction through online learning platforms and video conferencing tools. Newly-engaged couples may start asking you if you offer "curbside photography" for their engagement photos. The arts provide the human connection and expression that are both so important during this time. Below, find a curated list of industry-specific resources, experiences from fellow arts and entertainment owners about the challenges they're facing, and how-to guides designed to help you reopen your doors and get back to business.

Michael Muller
Owner
MullerPhoto

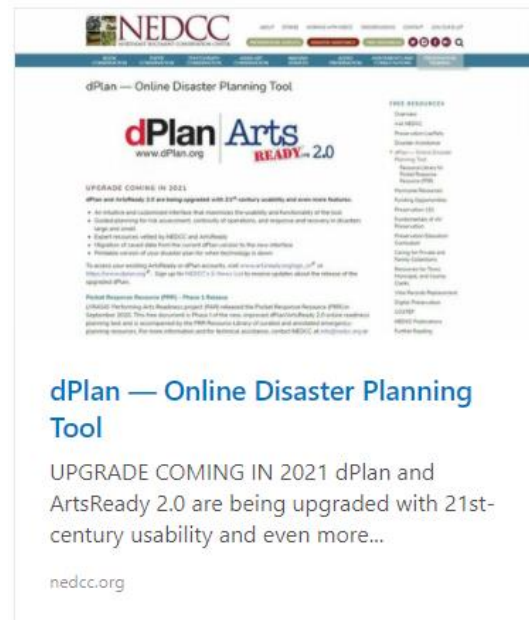


Content & Networking

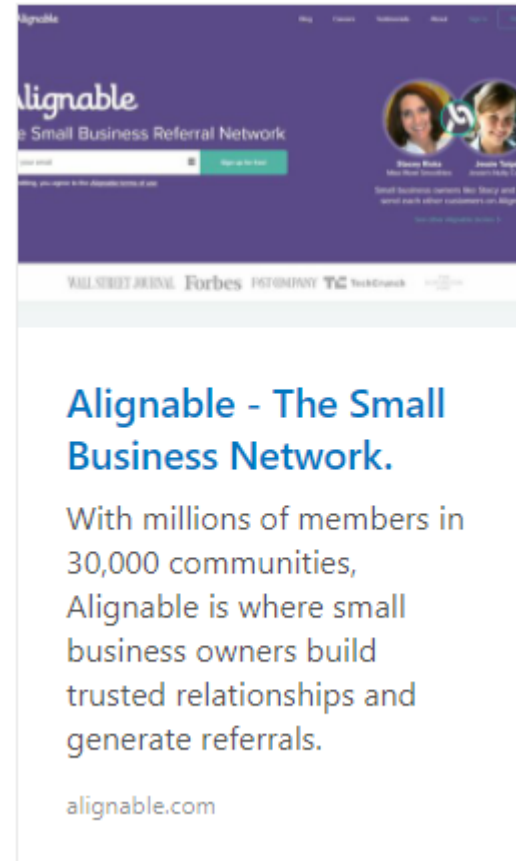
Facebook Groups



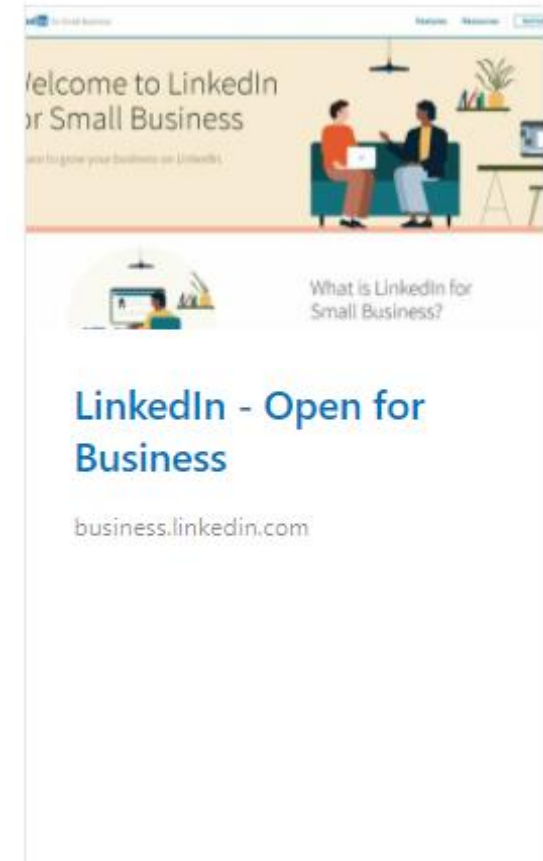
NEDCC and ArtsReady Disaster Planning Tool



Alignable



LinkedIn



Support through Covid-19



Cape Cod Commission
Covid-19 Resources



Mass.gov
Covid-19 Funding and
Resources



Small Business Strong
Free Small Business
Technical Assistance



CO- *by the US Chamber of
Commerce*
Actionable Tactics

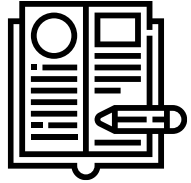


Poll
Question
#5

What types of resources would you like to see highlighted in a business recovery toolkit?

- Business training / employee training
- Digital marketing / social media
- Industry specific resources
- Funding
- Startup / entrepreneurship
- Local government
- Professional networking

Please select all that apply in the pop-up window



We invite you to try out a **digital presence audit** and the other checklists presented today.

Bring your questions to our next workshop in late April / early May!

Q&A

THANK YOU!
TIME FOR QUESTIONS

CONTACT:
businessrecovery@capecodcommission.org