

OPEN FOR BUSINESS:

Lessons learned from a consumer sector forerunner

Navigating business reopening challenges in the wake of COVID-19

This is bigger than a store opening—it's your grand reopening.

How can consumer retailers prepare and strategize for a successful reopening in the wake of COVID-19?

Explore 10 considerations to effectively reopen a business from a recent discussion we held with Deloitte consumer sector leaders and an executive who's guided his company through the close-down process and onto the reboot and recovery phases. Craig Kessler, chief operating officer, Topgolf US venues, provides lessons learned to help your organization rethink its reopening strategy and succeed in the wake of COVID-19.

Communicate

1 Clarify operating protocol for customers, guests, and employees.

By communicating reopening plans clearly and transparently, you can help consumers and employees feel more at ease.

2 Discuss "what-if" scenarios.

Proactively communicate what to do if an employee is diagnosed with coronavirus, if they have been exposed to it while at work, and how you can support them.

3 Repeat the message.

Find five, six, or even seven ways to reiterate the same message to your customers, guests, and employees so they can internalize the information

Listen and learn

5 Take stock of customer or guest attitudes.

Poll your customers to see how excited or nervous they are about shopping. Strategize your reopening based on this feedback.

6 Perform due diligence.

Check all the boxes with major stakeholders, as well as governments and health departments at both the state and local levels.

Delegate

7 Don't have your workforce wear too many hats.

Set aside reopening leaders who are strictly responsible for rebuilding existing locations and operations.

8 Ask your employees to strive for simplicity.

This way, they can complete as few tasks as possible and do them to meet your standards.

Evolve

10 Get back to basics.

Reopening in the wake of COVID-19 provides brands the opportunity to streamline things, such as trimming menu or products options.

9 Don't set gratuitous metrics.

It's now a good time for companies to try to innovate where they haven't before because they were concerned about missing goals.



"It is just now, because of the world we are living in, [that] we are able to rip the Band-Aid off and try a few new innovative things that we may have not tried before because we were so afraid of missing a number."

—Craig Kessler, COO, Topgolf US Venues and Emerging Concepts

Manage the uncertainty around reopening

Whether you're still assessing the impact of COVID-19 on your business or starting to reopen operations, we can help you explore new ideas, options, and approaches to chart your path toward recovery with confidence.

Let's talk

Get in touch to discuss your reopening strategy:

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1. Deloitte biweekly State of the Consumer survey, August 22, 2020, <https://www2.deloitte.com/us/en/insights/industry/retail-distribution/consumer-behavior/trends-state-of-the-consumer-tracker.html>. This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

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