



CHECKLIST CASH BURN & COST REDUCTION

ACCOMMODATION WITH FOOD AND BEVERAGE (HOTELS, GUESTHOUSES, HOSTELS, OTHER)

This Checklist will help you to think about where you can reduce costs. The key areas included in the Checklist are:

- **General Costs**
- **Direct and Departmental Costs**
- **Payroll**
- **Admin and General**
- **Sales and Marketing**
- **Utilities**
- **Repairs and Maintenance**
- **Fixed Costs**
- **Long-term Closure Costs**



General	Check
<p>Review all of your direct debits and standing orders. Have you cancelled these? Make sure you don't cancel required payments such as insurance, for example.</p>	
<p>Review every cost line item. Is there an alternative? For example, can specific stock items be re-negotiated or sourced elsewhere at a more cost-effective price? Remember to consider cost/quality requirements. For example, can you reduce your flower cost bill in public areas?</p>	
<p>It is expected that as businesses re-open increased cleaning will be required. Have you costed sufficient levels of products required for sanitation, cleaning, etc.? This will also impact on staffing levels.</p>	
<p>Have you considered the cost of re-stocking food and beverage supplies and the availability of stocks, for when you reopen?</p>	
<p>As your business reopens ensure all staff are aware of payroll policies e.g. no over-time; checking schedules regularly as there may be some tweaks to start/finish shift times; new hygiene/cleaning requirements and clear work expectations.</p>	
<p>Forecasts: While it is difficult to predict business levels it is important to create weekly and monthly projections. This will help you to forecast the level of revenues and the associated costs with running the operation. The costs will include the variable costs with opening along with the fixed costs of the business (e.g. insurance, utilities, etc.).</p>	
<p>Capex: Have you deferred any non-essential capital expenditure?</p>	
<p>Have you considered becoming part of a purchasing group? You might explore if it is beneficial to your operation.</p>	
<p>Have you considered not opening all your outlets or changing your opening/closing hours for each? This should be based on business needs and may help with reducing staffing requirements. E.g. if you have a leisure centre, can you alter opening hours to help reduce staff costs? These can then be altered/extended as business levels increase.</p>	
<p>If you are part of a group and some of your properties opt to remain closed, can you redeploy supplies, staff, etc.?</p>	



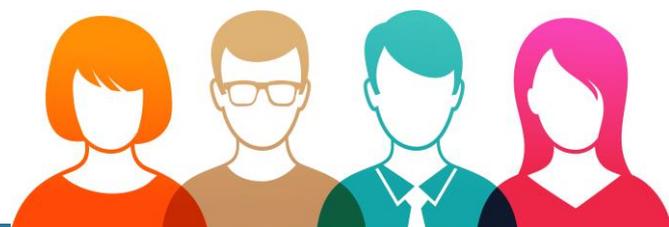
Direct and Departmental Costs	Check
<p>Rooms: Review all in-room consumables.</p> <ul style="list-style-type: none">• Can you reduce certain items e.g. complimentary magazines, slippers, etc.?• Can you reduce/change the in-room T.V. subscription. You may wish to increase this as a marketing tool for guests who want to stay in and have room-service (if available).• Linen/towels. Have you determined your policy for linen/towel changes? This will need to be reviewed and additional cleaning/changing may be required.• Have you costed how long it will take to clean a guestroom upon re-opening? This may be longer than pre Covid-19.	
<p>Food: Critically review each of your menus.</p> <ul style="list-style-type: none">• Can you reduce or change your menu offering to improve food GP?• Ensure that each menu item is accurately costed and priced and that all food items/condiment/extras are included in the menu price.• Review pricing from all suppliers and new or different options.• When re-stocking kitchens and cold rooms, review projections and business levels to ensure, as much as possible a reduction in food waste.• Have you costed alternatives to buffet/carvery offering, i.e. table service/room service? Food GP will be different for breakfast buffet versus a la carte breakfast.	
<p>Beverage: Critically review your beverage lists.</p> <ul style="list-style-type: none">• Can you reduce/change your offering to reduce stock levels.• Are each of your beverages priced correctly? Particularly in relation to cocktails.• Can you avail of rebates from suppliers?• Request out-of-date stock to be replaced from suppliers.• Review all beverage consumables to see if there are any costs savings.	
<p>Review all consumables/non-consumables to reduce or change where appropriate? E.g. paper goods, disposable containers, etc.</p>	



Direct and Departmental Costs (Cont.)	Check
<p>Determine the hygiene/cleaning requirements and schedule: What items you will require to reopen? (e.g. gloves, perspex at reception, till areas, hand sanitisers, signs, etc.) What will be the required cleaning schedule and who is going to complete this task? Can it be incorporated within existing staff's requirements or will you require additional staff? Will you require additional staff to ensure social distancing?</p>	
<p>Ensure that good kitchen policies and procedures are in place and will be adhered to i.e. stock rotation, stock management, wastage and portion control.</p>	
<p>Ensure all purchases are checked and docketed.</p>	
<p>Ensure that all linen received is of high quality. Return and quantify any below standard items to reduce the linen bill.</p>	
<p>Golf, Leisure & Spa: Potential Government restrictions may impact opening hours, number of guests, etc. Review each of these cost areas with a potential view to reducing operational days/ hours to help with reducing payroll and other variable costs.</p>	
<p>Conference & Banqueting: If wedding and other events proceed, ensure strict minimum numbers policy is agreed and implemented. Assuming social distancing requirements review the minimum/maximum numbers within each function room. Review payroll needs for operating/hosting events. Prepare breakeven analysis to show minimum numbers/revenues. Prepare creative layouts to attract meetings. Look to rebook as many functions/events as possible.</p>	



Payroll	Check
<p>Review your full operational labour costs, by department. Review your fixed and variable cost needs. Will you need to reduce your staff levels? If you need to consider redundancies have you factored in this cost? Have you considered any potential additional training costs, particularly around the areas of health and safety? Do you need to hire new and/or additional staff? If yes, have you factored in training costs?</p>	
<p>Have you considered there may be restrictions to service due to social distancing requirements? This may impact current service and/or staffing. E.g. Will you only be able to provide table service at breakfast with no buffet offering? If yes, have you costed this from a payroll perspective.</p>	
<p>Upon reopening have you implemented reduced working hours as far as possible? Where key personnel are retained ensure you have availed of the Temporary Wage Subsidy Scheme and any variations to this scheme that may follow. If staff do not meet the Temporary Wage Subsidy Scheme threshold, have you considered pay reductions. When your business re-opens you may operate on a skeleton staff with management on the ground and working directly in the various outlets. You may opt to introduce or increase split shifts, for example.</p>	
<p>Have you reviewed all additional staff costs to see if any excessive or unnecessary staff costs can be eliminated or reduced, e.g. motor expenses, additional uniforms, etc.</p>	





Admin and General	Check
If procurement/purchasing contracts exist have you sought a reduction in base or membership fees?	
Have you reviewed all leased equipment? This could include vehicles, IT rentals, printers, merchant services, debit/credit card terminal rental fee, kitchen equipment etc.	
Is it possible to change your credit card terminal for a more cost-effective option?	
Have you reviewed all of your subscriptions? Is it necessary to retain these? Can any be cancelled without any adverse effect to the business? For example, software, POS can you postpone upgrades, etc. If cancelling any reservations software, ensure to enquire if you will lose your revenue history, as you may then choose not to do this.	
Have you reviewed all motor costs? If there are any costs that are not directly linked to the operation of the business these should be removed?	
As your business reopens, set policies in relation to the reduction of travel and other discretionary expenses as necessary.	
Talk to the bank to see about reducing bank charges. Have you engaged with other creditors? Can you implement any payment plans to manage cashflow?	
Can you reduce your telephone, print or postage needs?	
Have you reviewed all motor costs? If you ordinarily offer a shuttle service you may decide to reduce or discontinue this for a period – if yes, also refer to your motor tax and insurance.	

Sales and Marketing	Check
<ul style="list-style-type: none"> • Have you reviewed all advertising campaigns? • Are there any annual rolling advertising campaigns you have that need to be cancelled/amended? • Have you determined what will be your sales and marketing budget and activities for re-opening and what will be the most cost effective method for gaining customers? E.g. costing out the return on investment of online campaigns versus mail drop versus advertising? 	
<p>Review all sales and marketing spend and redo all budgets for re-opening as tactics and campaigns may be different.</p>	
<p>Have you suspended or sought reductions for any online advertising promotional memberships, subscriptions?</p>	
<p>Upon re-opening, can you become part of a local marketing group? Can the cost of marketing be split with other local complimentary businesses to yours? i.e. DBB (Dinner, Bed and Breakfast) and a visit to a local attraction.</p>	
<p>Increase your social media presence and ensure the social media channels you are using are appropriate to your consumer.</p>	
<p>Do you outsource Revenue Management? If so, can you bring this in house? If the answer is no, see if you can reduce any base or membership fees. Talk to your supplier and see to negotiate any reduced fees. If you encounter difficulties negotiating, quantify the business lost on same time last year and estimate lost future business to assist in negotiations with provider.</p>	
<p>Have you closed out rooms on channel managers? Ensure fees on lost business are not payable. If retaining channel managers on re-opening look for a reduction in fees, limit rooms on platform or multiple platforms.</p>	



Utilities	Check
Have you turned off excessive external lighting, heating, cooling, ventilation units, etc. while closed? Ensure that this does not affect your business, e.g. you may have kept fridges/freezers on if you are only closed for a short time.	
As re-opening occurs it may be the case that you will not be fully open. Consider closing areas and reducing power to these areas, e.g. function rooms, meeting rooms, bedroom floors.	
Submit meter readings for electricity/ gas.	
Monitor oil prices.	
Have you suspended waste collections while closed? Ensure you manage collections upon re-opening as wastage may be lighter with lower business levels.	
As your contracts with each utility provider end, ensure that you renegotiate where possible and shop around for the best price/value.	
<p>Explore Maximum Import Capacity (MIC) usage in relation to electricity. MIC is the upper limit on the total electrical demand a business can place on the network system, so it should be high enough to meet the requirements of your business. Your electricity bill will show you what maximum MIC level you are guaranteed. It is important to choose the correct capacity for your premises. If the MIC is too high, you may be paying for more capacity than you actually require. If the MIC is too low; you may incur an 'Excess Capacity' charge. For more information, contact your provider.</p> <p>This may only be relevant in the event of an extended closure of your business or if you are looking to close your leisure centre (for example) for an extended period. In this case, there may be an option to reduce the businesses' MIC. However, all terms should be discussed with your energy supplier regarding MIC reverting to pre-crisis levels when needed, to understand the full implications of this.</p>	



Repairs and Maintenance	Check
Where possible seek to reduce your maintenance contracts but not at the expense of reduced service which may impact your building/equipment when re-opening or in the long term e.g. lifts, air conditioning, kitchen equipment, leisure/other equipment etc.	
If there are non urgent repairs to certain rooms, consider closing out these rooms from inventory upon re-opening.	
If applicable, can you reduce grounds upkeep within reason.	

Fixed Costs	Check
Insurance: Talk to your insurance broker/ insurance provider. Building insurance will need to remain in place. Can you suspend or seek to reduce public liability insurance, or will a rebate be made available? Can you avail of insurance premium financing? See link to Guidance Note on Insurance https://covid19.failteireland.ie/industry-updates/faqs-managing-your-insurance-during-covid-19/	
Rent: Have you engaged with your landlord to reduce rents and service charge if it applies?	
Rates: Defer rates payments due, in line with Local Authority guidelines	
Debt Repayments: Ensure you are having regular conversations with relationship managers/ funders/owners, e.g. banks, debtors, Local Authorities, Revenue, etc.	
Franchise/Management Fees: Have you discussed base or management fees with your provider? Can there be a reduction/changes to these? Understand what supports/advice you will be given upon re-opening.	



Long-term Closure Costs

If you have determined that it is best to close your business until 2021, it will be imperative to reduce your monthly costs to a minimum. If considering this, then it is also important to consider that when re-opening there may be additional pre-opening costs such as cleaning, hiring staff, training, equipment maintenance, etc. In addition, current creditors will look for payment in advance of reopening.

Long-term Closure Costs	Check
Insurance: Review with the insurance provider to see if your policy will change and how this will impact your premium. Ask for specifics about what is required (e.g. security), or if you are able to cancel certain services with limited implications (e.g. reduced electricity).	
Review every cost line item with the aim of reducing these. If the building is closed, for example, do you need to have the lift operational? If no, this may reduce the lift maintenance contract.	
If there are non-urgent repairs, consider postponing these. In the event of extended closure, do you need to increase security presence? Will this be a requirement of your insurance provider?	
Contact all suppliers including any service contracts with a view to cancelling or reducing.	
Payroll: reduce staff to a minimum (as required). Redundancies will have to be considered.	
Fixed costs such as rent, debt repayment and rates will all have to be discussed/negotiated to determine if there is a possibility for deferment, reduction or cancelling.	