

Business Levels

Forecasted at 50 % with domestic travel only

Snowsports forecasted at 35 % - discretionary spend

Local programmes expected to be 50% because of economic downturn

Staff levels at 50% across the resort – Snowsports from 280 – 90 - 148

What actually happened ...

New Zealanders encouraged to explore their country, first activity to open up was skiing

School holidays, NZ came skiing – not enough staff (operating at level 1)

Local programmes – same number as previous year – presented a challenge to scheduling relative to # of staff

Because we were busy (booked out) sick days presented a scheduling challenge

Learnings from 2020

Be flexible & ready to think “outside the box” e. g make your car your base lodge, additional outside seating

Look for indicators of business levels – season pass sales. pre bookings, travel restrictions, economic climate

Maintain good staff numbers – utilize part time staff to absorb spikes

With a smaller staff take into account the impact of multiweek & weekly programmes

Be ready to change / discontinue products that are operationally difficult

Look closely at the qualification / experience spread of your school – gap from overseas instructors

Be thorough with training – create confidence with in your staff around operating in a COVID environment

Be ready for the emotional impact this can have on your staff – increase in sickness days

Support your leadership teams (supervisors & managers) it is a tough operational environment

Create & maintain good communication for staff & guests around operational protocols & guidelines