

1. Capacity Management

... from staffing levels to reservations ideas to guest flow.

WISE Note: It takes more staff (dedicated cleaners and live phone coverage is a must) and more time between guest experiences during C19, so plan accordingly.

A. Be Proactive. Adaptable.

- Assign someone to answer EVERY phone call. Allows us to be proactive, saying no more than ever, before they get to our parking lot.
- Being ad hoc with a barrel with two or four stools for members or guests who want to linger after their appointment.
- We had to change our mindset to “restaurant” not a winery. More tableside service.
- We have enough space, and have overflow tables for the By-the-Glass/By-the-Bottle.
- We’re using the patio, have a lot of space.
- We have no outside seating; it’s an industrial space so took over barrel room for now.
- We’re doing our best to manage expectations in advance: on website, via social, answering all the phones, especially with members.

B. Consider Staffing

- It’s requiring more staff for less people, but everyone is taking dual/triple roles (including admin) which means a lot of cross training from TR to Patio and new outdoor spaces, especially for unexpected guests.
- Operating with a host (TR manager) who is orchestrating. They are able to have the tough conversations and set the expectations.
- Only have three staff, been slowly bringing back part timers, and trying to staff accordingly.
- We’re operating as lean and mean in general, so managing the calendar is critical.
- We’ve got a limited staff as we are opening.

WISE Note: Ensure you have enough staff coverage to enable them to spend enough time with guests to build rapport, trust, thus sales. With an extra staff member to handle sanitizing, checkout, or other operational tasks, hosts can spend the time to make sales.

C. Time Management is Your Friend

- Allow 90 minutes for tasting, if no one coming in welcome to stay longer, otherwise can buy wine to go. If late, we cut them short upon arrival and let them know without shaming, but still setting the expectation clearly.
- Use of Toc to manage arrivals (Texting feature is nice!)
- Cellar Pass up and running.

WISE Note: If no space for waiting, have a greeter come into the parking lot. Call parked cars when table is ready.

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D. Saying “No” Graciously

- We’re being pretty strict with reservations. Never been policy driven, retraining ourselves to say no with grace, but “self-guided flight” upped tasting fee except for SFG, they have carafes with notes for day of/walk ins
- People cancelling/no shows – we’re trying to find out how to navigate. It’s so hard to say no. We’re making it work for WC members, can pivot to BTB, but need to flex.
- Telling parents to keep their kids seated and off (cleaned/sanitized) tables waiting for the next group.

WISE Note: If you are unable to accommodate some guests for a tasting, keep a list of available wine at the door and an iPad or way you can make sales if you can't accommodate them for an experience.

Top 5 Ideas for Capacity Management:

1. Groups/reservations clearly communicated – for walk ins, have overflow seating
2. 21 over and only – sticky wicket, new policy, especially for members bringing kids.
3. Cross-training everyone (admin can jump in)
4. Overflow seating – barrels and stools
5. Proactive – catching phone calls to prevent walk ins

2. Personal Protective Equipment (PPE) Meets Hospitality.

WISE Note: Lots of core WISE Principles (like Service Heart, Surprise & Delights) are more important than ever. How can we deliver both a safe and memorable experiences that “keeps the magic alive?” Here are your ideas gathered during Session #1.

A. Before Guests Arrive

- Managing expectations, making them feel comfortable, telling them up front what the expectations are
- Confirmation allows us to set expectations
- Make sure guests know what to expect when they come in
- Completely reservation only thru Tok
- Tok helps with setting expectations, and plan according to who is coming
- Reservations through Tok allow us to create timelines and table settings;
- Host stand outside the TR to regulate flow
- Added a host to provide a barrier
- Signage is important

WISE Note: We can't communicate enough, so multiple messages, in multiple ways to help set expectations and keep everyone happy and safe is a best practice. Consider beyond email confirmations, having team call the day prior with what to expect, signage throughout the tasting room, laminated info on the tables, etc.

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B. Lots of Service Heart

- Sections, spread people out; allows for more personal attention.
- Personalized menus.
- TR attendants have sections, allows for more interaction
- Guest/Staff Ratio helps with AOV
- **Question:** Overall, how is staff morale? Any ideas to make sure we're taking care of each other? *Potential Solution:* The silver lining to our current state is we are all learning to think outside the box. When this is over, we will have interesting new ways to host guests. For those who have opened tasting space in your cellars or outdoor areas you would not have used before, you're giving your guests a really special experience.

WISE Note: Model desired methods by being more dramatic with communication – speak more loudly, slower, use gestures, use collateral or other ‘props’ if possible.

C. Mastering Masks

- Just ordered shields so guests can see our faces
- Fun with masks and identification
- **Question:** Is anyone offering masks to guests who don't have them? Offering branded masks? *Potential Solution:* We have disposable masks to give to people without one.

WISE Note: Consider giving a button to each staff member to wear with a picture of their face without a mask or post a team photo so guests can see what everyone looks like without masks.

D. Operational Creativeness

- A lot of space, more tables on the patio, we really spread out
- Sectioning, with all outside seating, like a restaurant
- GoVino glass to take with them
- TR menu online which they get when they access the wifi
- All seated tastings with an assigned server
- QR code for the TR menu
- COVID practices at every table laminated
- Give away stemless glass as part of the experience
- Pre-pouring wines into 1 oz bottles that are decorated nicely; they pour their own wines, and sometimes take the bottles
- Added air filters in the bathroom and have the host check it frequently; also added air filter in TR and trying to keep doors open to enhance the air flow
- Utilizing food a lot more, and have pivoted to more by the glass and bottle service

WISE Note: Have enough staff to handle the phones, bussers to help clean/clear between visits, etc. to make your operational creativeness even more effective.

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Top 5 Ideas for PPE Meets Hospitality:

1. Setting Expectations
2. Implementing ways to Enhance engagement
3. Cognizant of glassware
4. Reservation systems
5. Fun with masks and identification

3. Guest Experience Offering Changes

WISE Notes: As both our guest / staff needs and C19 compliance protocols evolve, so too do our winery guest experiences offerings. A core WISE change management tool – Guest Journey Mapping – is being put to good use during many winery re-openings. Here are your ideas gathered during Session #1.

A. Weather Challenges

- We have lots of outdoor space, but lots of wind; moved to stemless glasses so people don't lose their glasses; gave blankets for when cold but wash in between use.
- 100% tastings outside, inconsistent weather – looking to buy a LOT of supplies like stemless glasses or disposable, heaters, etc. – doing the best right now with supplies we have.
- Trying to manage group sizes of 6 or more – picnic tables 6' apart.
- *Question:* When the temps do creep into 100+ degrees- how are you managing outside tastings? Or are you still continuing?
 - Weather is a GREAT question! We've just been really sweaty.

WISE Note: Need a fluid management of reservation system (table availability) and have a backup plan for rain or extreme-heat days.

B. Traffic Flow / Change to By Appointment Only

- Reservation-only helps
- Accepting walk-ins if there is room available; some see tables open, but reserved for later; some space saved for walk ins or campers
- Need a host to manage guest flow; runner to run food
- People are getting used to reservations, mostly but some people are frustrated and looking for tastings
- Calling wineries on guests' behalf to see if they have availability
- Greeting and bringing to seats, no one is trying to 'belly up to the bar'
- Happy to transition to reservation system

WISE Note: Need a fluid management of reservations to have time to graciously move 'campers' along, sanitize between tastings, late reservations, etc. Technology can help!

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C. Average Time for Tasting Reservations

Question: What's the average time for tasting reservations?

Potential Solutions:

- We have 1 hr. 15 min.
- we are allowing 90 min
- 1 hour. We also have 15min between to sanitize
- We only do wine (no food) so we tell them we have them for 1 hour
- We assume 1 hour but leave an additional 30 buffer before next group
- We have been saying 1hr 15min for patio seating tastings (club members) and then 45min in our other tasting room. This will also allow for cleaning in between.

D. Communication

- Send tips of what to expect with reservation confirmation email
- Called all reservations when it was cold to give them instructions to bring sweaters, etc. Proactive communication

E. When You Just Don't Have Space

- We're trying to say 'yes' as much as possible
- Setting aside a space for by the glass of bottle service if we cannot take tasters at that time.
- Will be looking further into bottle service options and expand that sort of "tasting" experience.

WISE Note: Have a plan in place for walk-ins that you just can't accommodate – are there other experiences available? Can you offer them a 'free' tasting for their next visit? Do you have a way for them to purchase wine to go if they can't stay or come back?

F. Campers

Question: what do you do if they want to stay and have a glass after their tasting?

Potential Solutions:

- We have a "picnic" area which is also reservation only and this reservation is for a 2-hour window
- We always have a few areas that are not reserved so we can accommodate people wanting to stay.
- We have a couple seating areas that we don't reserve. Folks wanting to stay move there for a glass/bottle. So far, it's been no problem.
- We have been turning people away
- Purchased stand up tables/ stand-alone to add space on the patio
- I like the idea of a designated place for by the glass or bottle options, and the day of phone call, especially as weather changes.
- I love the idea of a designated 'no table service' area, just bottle and glass service

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- Have another area for guests to go if they wish to stay longer than the reservation time
- I like the idea of having an additional space if folks want to stay for a glass

WISE Note: Have a contingency plan. Set aside a table or space for walk in members. Have alternatives to no, such as: offering 2-for-1 tastings for rescheduled appts, calling to wineries within the neighborhood to see who has availability, can't do a tasting today but we can do a bottle sale or BTG at the picnic tables...

G. Tasting Fees / # Of Tastes

Question: Have you changed or increased your tasting fees? Or number of wines served?

Potential Solutions:

- Less wine. Higher tasting fee.
- Upped it by \$5 to \$25
- We have kept both the same
- Tasting fees up, number of pours down to manage time if tasting
- Decreased our tasting flights to 4 wines instead of 5
- Additional reserve tasting at higher price point though.
- Same tasting fee and same amount of wines
- Same fee. same amount of wine
- upped it by \$5 to make up for giving glasses away
- Our tastings were raised by \$5 to \$20 to include the addition of the wine glass
- Less wine, same tasting fee

WISE Note: We can still surprise and delight guests with extra pours... or find other ways to surprise and delight guests. If an extra pour is your surprise and delight, choreograph-and think through all the safety protocols needed. It can be done, but much easier if it's choreographed. Other surprise and delights? Calling to other wineries to see if they have availability; suggestions on restaurants to enjoy/things to do in wine country/other concierge-type services.

H. 21 & Over?

Question: Kids are more of an issue with an open patio and kids running around. How do we manage sanitizing? People don't think their "kids" count towards the reservation and the kids touching everything...

Question: Joel Peterson, PRWCA: The 21 and over idea is an interesting one... I wonder how many wineries would do this? Responses:

- Denner is doing 21 and over only
- Brecon Estate: Currently still kid and dog friendly
- Castoro is not 21 or over; We are family friendly
- Booker is kid and dog friendly
- Niner: still kid and dog friendly.

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- Derby is not 21 and over
- Sextant: I had a mother cry because we allowed her to be there with a child
- Caliza: kids allowed but communicating clearly that they must be supervised and are part of the 6 people or under group.
- Oso Libre Winery: Numerous visitors are toting their children (I get it, it's summer vacation) but we are having a very challenging time making sure they are supervised.
- ONX Wines: We make the kid rules about their safety

WISE Note: What's the right fit for your brand? If you want to change your policy to be over 21 only, then consider a roll out plan with proactive messaging/signage, and be prepared in advance for any push back and how you'll handle it. (We have examples from wineries if interested.)