

worksmith  
grow. hospitality. together.

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# COVID-19 COMMUNICATIONS MANUAL

# CONTENTS

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This deck has been built to give better insight into how the hospitality industry can better communicate through their brand and businesses during the COVID-19 crisis.

There's tips, ideas, and step-by-step guides, as well as multiple examples from those in and out of the food and beverage industry, taking an honest and educative look brands who are raising the bar and those who are falling below it.

We're all still learning how to navigate this crisis, but we have to continue to communicate effectively, and remember that empathy is absolutely pivotal during this difficult time (this shouldn't be too hard given our whole industry is up the creek).

COVID-19 is a temporary challenge, that has and will continue to effect all business's short and long-term strategies. It's imperative that we recognise that how we react and act during a temporary crisis has lasting effects well beyond the present. There's a million other things to be concerned with right now, but remember that effective communication and action surrounding the crisis is crucial to any business's long term success.

Hopefully this deck can help guide you through your brands next steps.

Now is not the time to be silent. Talk to your audience. They want to hear your voice.

# Crisis communications

# FIRST STEPS

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1. **Assess and educate.**
2. **Remain calm.**
3. **Make sure your team are ok and ensure that they have the tools to stay safe.**
4. **Reevaluate your business plan and how the crisis effects you.**
5. **Begin to plan your response and actions.**
6. **Build the team that will execute this plan.**
7. **Communicate anything immediate in a timely fashion. Without haste or hysteria.**
8. **Begin to execute your response.**

# SOCIAL MEDIA & COVID-19

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- Review your planned posts - make sure to cancel anything that is now considered insensitive.
- Make sure your content is relevant and appropriate to the crisis.
- Make sure you've reviewed how your peers are responding online; good and bad.
- Acknowledge current efforts around the crisis.
- Review comms budget.
- Re-arrange spend and team to focus on e-commerce and digital channels .
- Don't abandon your brands tone of voice during a crisis, but adjust to the situation.
- Don't engage in calling out culture, negativity or hysteria. It's not helpful.
- Trust your gut and be honest - but remember that you're representing your business/brand.
- Have a plan and strategy, stick to it and be consistent with your messaging.
- Ensure you have someone doing community management. There is going to be a lot or responses to manage during a crisis.

# PR ADVICE FROM LOTUS INTERNATIONAL

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**This is the time to remind our customers and guests that while there's nobody home, the lights are still on.**

**READ THE ROOM:** Keep all communication positive, avoid negative expressions or words like 'challenging' or 'difficult'. Energise them, don't bring them down.

**DIG INTO MEMORY BANKS:** Remind them of the good times through social media and increase this as you gently move towards reopening.

**FOR THOSE STILL TRADING:** Media are eager for any initiatives or ideas. Keep them informed of everything you're doing no matter how small. The more unique and 'inventive', the greater the cut through.

**MAINTAIN YOUR ORIGINAL BRAND MESSAGING:** Use throwback posts to remind your audience of who you are despite what you are doing today. If you've had to permanently redesign your offering, it's imperative to remind them of what you have built your reputation on; your values.

**USE THE TIME TO LOOK FORWARD:** Start thinking about what your business will look like once things start to recover and how you will engage with your market.

**Understand that we are all going to be looking for security in our choices as we return to the new normal and your customers will be vulnerable. These little building blocks will secure trust in your brand which will be essential for the months ahead.**

# Lotus

<http://www.lotusinternational.net/>

# SOCIAL MEDIA CASE STUDIES

# HONESTY IS KEY



# EVERLANE

Immediate, transparent, level headed.

March 14, 2020



To our customers and community:


This is a critical moment in the world. With the situation evolving quickly, we must all do our part in slowing the spread of COVID-19.


So today, we are taking the next step to protect the safety of our community by closing our stores. Our online store will remain open, and we'll be available here and at support@everlane.com.

As we continue our daily lives in this changing reality, let's work to protect and care for one another. Even from afar, we're in this together.

—The Everlane Team


 everlane  • Follow




everlane 




Effective tomorrow, we're closing the doors to our retail stores for the next two weeks, and offering compensation to our retail team members during this time. We'll continue to navigate how to best serve our entire community—Everlane team members, our customers, factories, and warehouse partners—during this time.


2w


 kissingcopenhagen

I come from Copenhagen, Denmark and shopped at the Valencia Street shop for the first time in my life om March 5th together with my sweet daughter and little grand-







 Liked by jermcohen and 14,528 others

MARCH 15

Add a comment...

Post

“Our decisions are for you”

“Effective tomorrow, we’re closing the doors to our retail stores for the next two weeks, and offering compensation to our retail team members during this time. We’ll continue to navigate how to best serve our entire community—Everlane team members, our customers, factories, and warehouse partners—during this time.”

CLICK TO SEE POST

WS

30-03-2020

worksmith

# STARWARD WHISKY

**“Stay safe and remember to look out for one another, come together”**



Starward as a business would just like to let you know that we're doing everything we can to ensure the well being of our global team, our partners, customers, suppliers and the extended Starward community.

Whilst everyone is counting on their ability to access the world remotely, some require your assistance more so than others. With our closest partners and community being the hospitality industry, we encourage you to support your local businesses where possible; be it your local bar, bottle shop or restaurants. It all makes a difference.

We are here to keep the good times rolling with delicious whisky via our online store. Our production team is working hard behind the scenes to ensure your favourite Starward bottles are delivered directly to your door with safe delivery via Australia Post.

From everyone here at Starward, stay safe and remember to look out for one another, come together and support your neighbours during these extraordinary times. We wish good health for all.

**CLICK TO SEE POST**



# REFORMATION

‘We're not sure what's appropriate to post. What's resonating with you? What do you care about most right now?’

Guys,

By now we are all aware of the severity of COVID-19, and probably exhausted from the anxiety of it all. While we don't want to add to the stress, we do want to let you know how we're dealing with it at Ref.

To make sure we do whatever we can to help contain the virus, we will be closing all of our stores for now. Our retail teams will be given paid time off. All planned events and factory tours have been canceled as well.

As it's a complicated situation, these plans might change, and if so we'll let you know. We are closely monitoring what's going on, and will follow recommendations from the WHO, CDC and NHS.

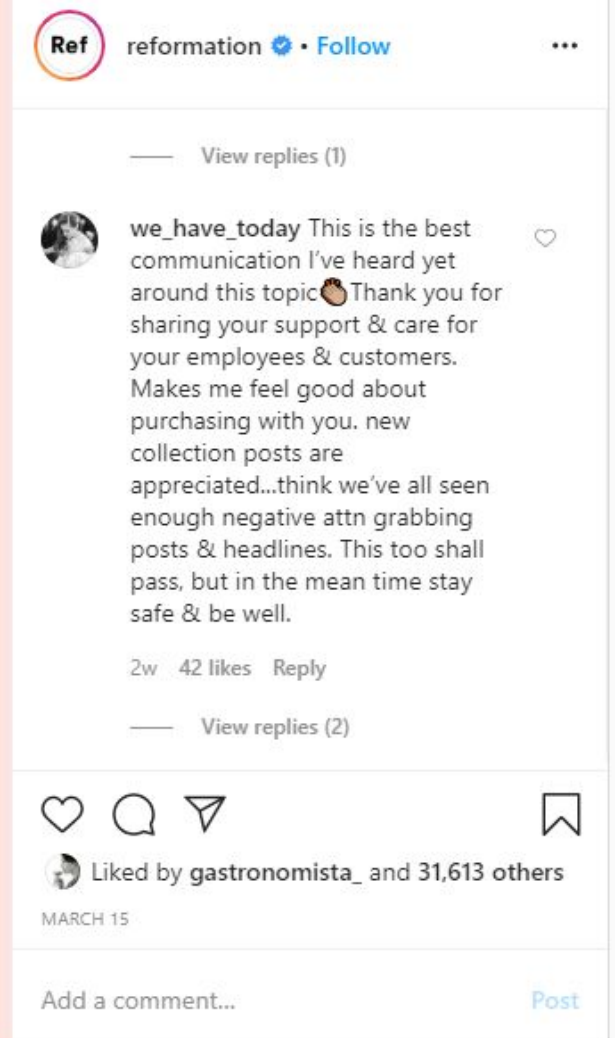


As always, we're available on the Corona-immune Internet. You can still shop at [thereformation.com](https://thereformation.com), dm us on Instagram, and send any questions and thoughts to [love@thereformation.com](mailto:love@thereformation.com).

Lastly, we're not sure exactly what is appropriate for a company like ours to be talking and posting about right now. What's resonating with you? Do you still want to hear about new collection launches and sustainability related stuff? Or do you need a break? Please let us know.

Stay safe and take care of each other.

♥ Ref

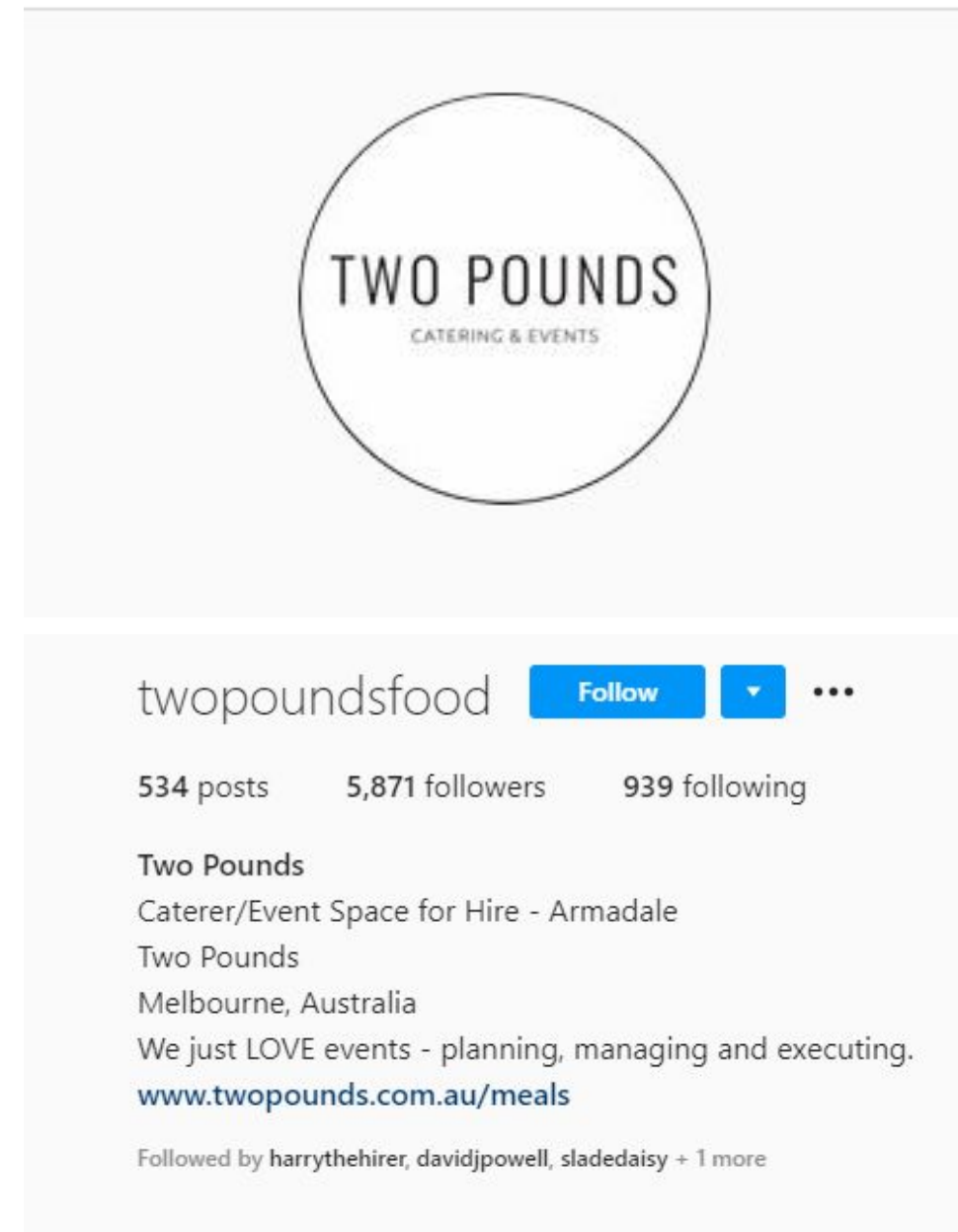


CLICK TO SEE POST

# TWO POUNDS

Catering and Events company that has switched to take-home meals. “Your support means the world right now.”

Raw and honest  
Instagram story



**CLICK TO SEE THEIR PAGE**

# GLOSSIER

Raw honesty from the top. A transparent note from their founder and CEO.

To our customers and community locally and globally:

We’ve made the difficult decision to close all our current permanent and temporary retail locations (New York, Los Angeles, London, and Atlanta) for at least the next two weeks to help mitigate the spread of COVID-19. We will also delay the opening of Glossier Arizona, which was scheduled for next Wednesday. This is obviously a fluid situation, so we’ll be monitoring and adjusting our plans and timeline accordingly.

glossier

glossier

• Follow

glossier

Swipe to read a letter from our founder and CEO @emilyweiss on our decision to temporarily close all Glossier retail stores. It’s a time to join us online and on Glossier.com, which is always open! 📱❤️✨

2w

beyondhair\_beauty

Hi I made on order on Tuesday and paid for next day delivery and I haven't received the order yet I emailed 2 times and just send you a message on here too with the order number can someone pls

Liked by hisuzanne and 132,454 others

MARCH 13

Add a comment...

Post

“Swipe to read a letter from our founder and CEO @emilyweiss on our decision to temporarily close all Glossier retail stores. It’s a time to join us online and on Glossier.com, which is always open! 📱❤️✨”

CLICK TO SEE POST

WS

30-03-2020



# GLOSSIER

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P1

This is a tough call for many reasons. In our New York City flagship alone, 2,000 people gather daily from around the world, often lining up down the block to connect with Glossier and with one another. Our amazing offline editors are not just employees—they are the living embodiment of our brand and ethos, and hosts of sorts. So we'll be compensating them for their scheduled time throughout our planned two weeks of closure. From a company perspective, by closing our stores, we'll sacrifice some near-term business goals, but we're prepared to put public health ahead of our bottom line.

In the Atlantic's March 10th piece, "Cancel Everything," on the importance of social distancing during this pandemic, Yascha Mounk wrote, "...anyone in a position of power or authority, instead of downplaying the dangers of the coronavirus, should ask people to stay away from public places, cancel big gatherings, and restrict most forms of nonessential travel."

P2

# GLOSSIER

As a first-time CEO running a 5-year-old startup through its first global crisis, I read that Atlantic piece from bed last night with a heavy heart ("social distancing" is basically the opposite of our mission), and reconsidered my original position of "let's follow, not lead" on the retail front. If stores start closing, we'll quickly follow suit. If foot traffic drops, we'll close. Then I thought: Wait a minute, we are leaders in retail, in so many ways. Our permanent and temporary offline experiences are more of a daily community event than a traditional store. Why wouldn't we lead here? This quickly became an easy, albeit painful, decision. Together with our community, we will always strive to create less harm and more good in the world.

P3

So, what now? How can we all stay together and stay connected during this frightening and highly uncertain time? Can we still find ways to bring joy to people's lives, at a time when it's needed more than ever? Here's what we have in mind so far:

- Join us on social: Our @glossier team wakes up every day excited to keep the conversation going on Instagram and Twitter. Whether we're giving voice through beauty or finding other ways to stay positive through this difficult time, we're looking forward to connecting. DM us! Talk to us and others in the comments section. I'll meet you there.

P4



# GLOSSIER

• Our incredible online editors, the gTEAM, are standing by to bring that personal touch to your shopping experience on Glossier.com. Our HQ team, now 250 people, has been working hard since 2014 to create the ultimate beauty e-commerce experience.

• Several years ago, we piloted a FaceTime program where anyone could schedule a 10-minute, “genius bar”-like session to talk Glossier and products. Whether it’s this or something like it, we’re going to try to use this moment to spin up new, creative ways to foster community and connection and make magic happen. Stay tuned!

To everyone reading: We’re not alarmists, we’re realists. While this may not be the right decision for every company, it’s the one where we feel we can make an impact. To fellow business owners, remember your core values during this time—this is when they matter most. To our customers and community, remember the power of adaptability. Stay present, be responsible, and try to lean into warmth and openness when you want to close off and pull down the shades. This is a time for us to remember our humanity.

Love from (virtual) Glossier HQ,  
Emily

P5

P6



# Food for thought

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“ Covid-19 has accelerated businesses reliance on digital comms and marketing- with most food and beverage brands not having a solid strategy in place pre-crisis to survive and thrive in an environment where they are now all-of-a-sudden a direct to consumer brand. The good news is this; this is an amazing opportunity to reflect and grow with your customers, team and community. Show real leadership, be honest, speak from the heart and use positivity and action as your greatest weapon against the struggle that we are all going through with COVID-19.

As a small business- your size is now your biggest strength. Embrace craft and your real story. Having a tight knit team who don't have to engage in paper-warfare to get simple comms out to their community is a giant asset in maintaining trust and loyalty with your customers. Focus on people, storytelling and how you can help- not just sales and your bottom line. Your community will rally behind you if your words and actions are true.

Trust. Empower. Be honest. Make a difference. ”

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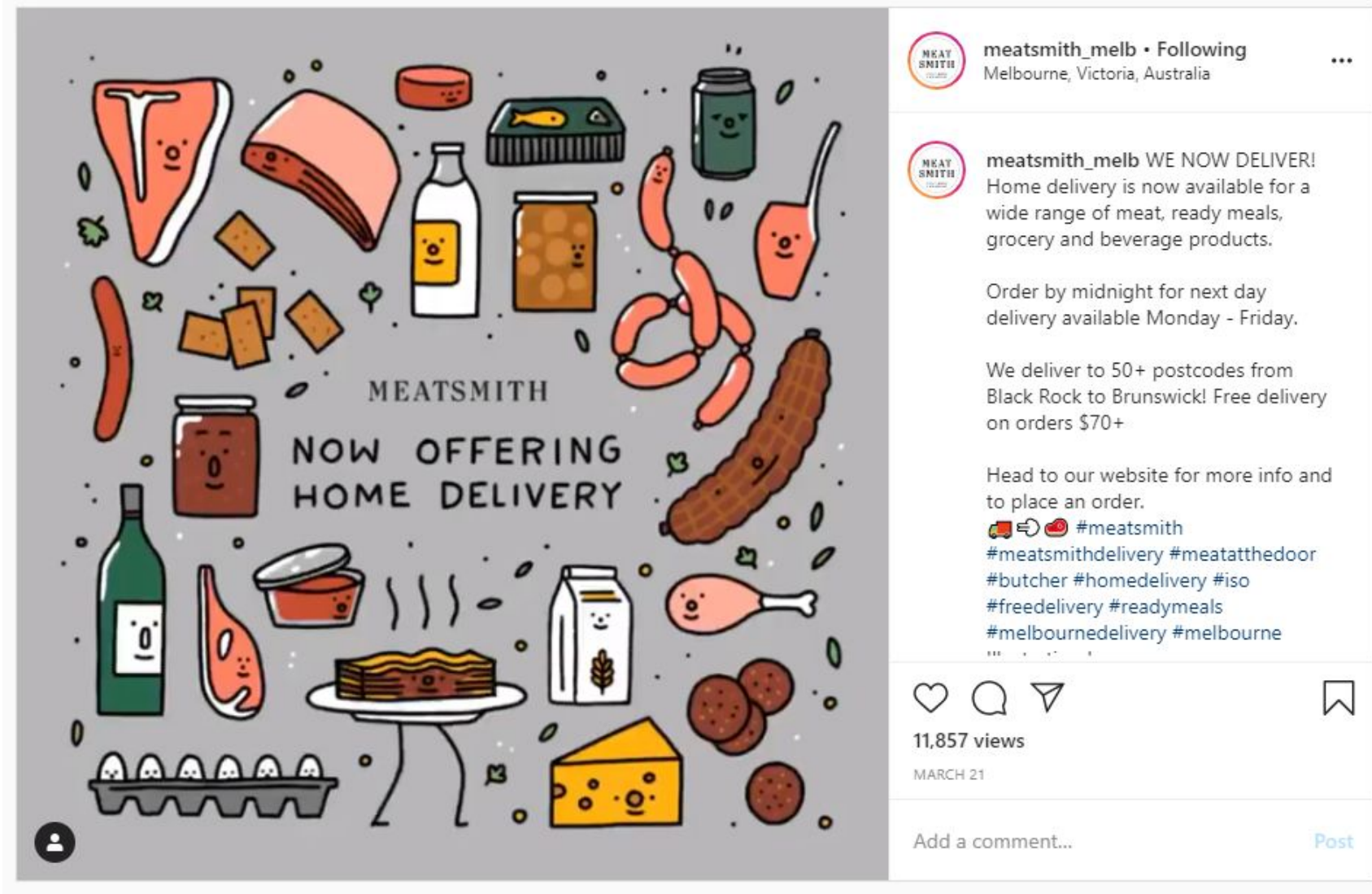
*Jack Hawkins*

Worksmith Creative Director

# HOME DELIVERY & PIVOTING

# MEATSMITH

*Sourcing food becomes fun, not stressful like what supermarkets have become. All the hard work is done for you, and quality produce is delivered beyond their local postcodes. Going that extra mile (literally).*



## WE NOW DELIVER!

Home delivery is now available for a wide range of meat, ready meals, grocery and beverage products.

Order by midnight for next day delivery available Monday - Friday.

We deliver to 50+ postcodes from Black Rock to Brunswick! Free delivery on orders \$70+

Head to our website for more info and to place an order.



**CLICK TO SEE POST**



MEATSMITH

SIGN IN

HOME

SHOP

GIFT VOUCHERS

RECIPES

CAREERS

ABOUT

CONTACT

HOME DELIVERY

Free delivery on orders \$70+. Order by midnight for next day delivery.

SHOP NOW

HOME DELIVERY AND CLICK & COLLECT

Home delivery now available to inner city Melbourne, order by midnight to receive next day delivery - spend \$70 for free delivery. Select store pickup at checkout for collection from our Fitzroy or St. Kilda stores.

MEAT

GROCERY

READY MEALS

BEVERAGE

MEATSMITH

SIGN IN

HOME

SHOP

GIFT VOUCHERS

RECIPES

CAREERS

ABOUT

CONTACT

FRESH CUTS

Order fresh cuts for pick up at our Fitzroy or St Kilda stores. All of our products are sourced from farmers and breeders with ethical and sustainable practices in place.

BEEF MINCE

From \$8.75

CHICKEN BREAST

\$6.00

O'CONNOR BEEF EYE FILLET

\$13.60

O'CONNOR BEEF PORTERHOUSE STEAK

\$13.50

Stuck for what to cook? Need some inspiration..

CHECK OUT OUR RECIPES

WHOLE BANNOCKBURN CHICKEN

\$21.45

MEATSMITH BUTCHER'S SAUSAGES, 5PC

\$7.75

PORK, FENNEL & FERMENTED CHILLI SAUSAGES, 4PC

\$11.27

TOULOUSE SAUSAGES, 4PC

\$11.27

LAMB SHOULDER

From \$27.00

CHICKEN THIGHS (SKINLESS & BONELESS)

\$2.70

RARE BREED PORK MINCE

From \$11.25



# ST JOHN RESTAURANT

“Bread is as essential as your knife and fork.”



**CLICK TO SEE POST**

"Bread is as essential as your knife and fork" says Fergus. With so many of you struggling to find supplies in the larger shops, and our restaurants closed for the time being, from today we are setting up at the entrances of St. JOHN Smithfield and St. JOHN Bread and Wine to sell breads, doughnuts, wines and cheering hot cross buns to take away. Our lovely bakery arch in Bermondsey's Druid Street will be open every day (rather than just at weekends), and our little bakery and bottle shop in Neal's Yard is open as usual.

\*\* AND If you click the link in our bio you will find more information on opening hours and how to PRE-ORDER your bakery products and wine, which avoids any waiting, or disappointment if our stocks run low. \*\*

A restaurant, a bakery, a small supplier - they are more than just businesses. They are part of a community. We feel that now more than ever.

# THE EVERLEIGH

*Old school delivery service collides with social media reach.*



## FRESHLY SHAKEN COCKTAILS TO YOUR DOOR

- Let The Everleigh lift your spirits with cocktails made to order and delivered across inner Melbourne from 5pm - 11pm every night!
- Order by phone on 03 9416 2229 or via [madeintheshadegroup.com.au/shop/](http://madeintheshadegroup.com.au/shop/)
- Deliveries start from 5pm tonight!

**CLICK TO SEE POST**

# THE EVERLEIGH

## SOCIAL MEDIA MENU





# THE EVERLEIGH





## SOCIAL MEDIA MENU

Free delivery from 5 pm - 11 pm,  
using the code **DELIVERY** to:

Abbotsford, Carlton, Carlton North, CBD,  
Clifton Hill, Collingwood,  
Cremorne, Fitzroy, Fitzroy North,  
North Melbourne, Richmond

Don't see your suburb on this list?  
Give us a call and we'll see what  
we can do.

03 9416 2229  
[MADEINTHESHADGROUP.COM.AU](http://MADEINTHESHADGROUP.COM.AU)

**JASMINE'S COOLER**  
Gin, Campari, Triple Sec & lemon  
topped with soda

**MEDICINA LATINA**  
Tequila, lime, spicy ginger, honey  
& a dash of mescal

**OLD CHUM'S REVIVER**  
Cognac, strawberries & lemon  
topped with soda

03 9416 2229  
[MADEINTHESHADGROUP.COM.AU](http://MADEINTHESHADGROUP.COM.AU)

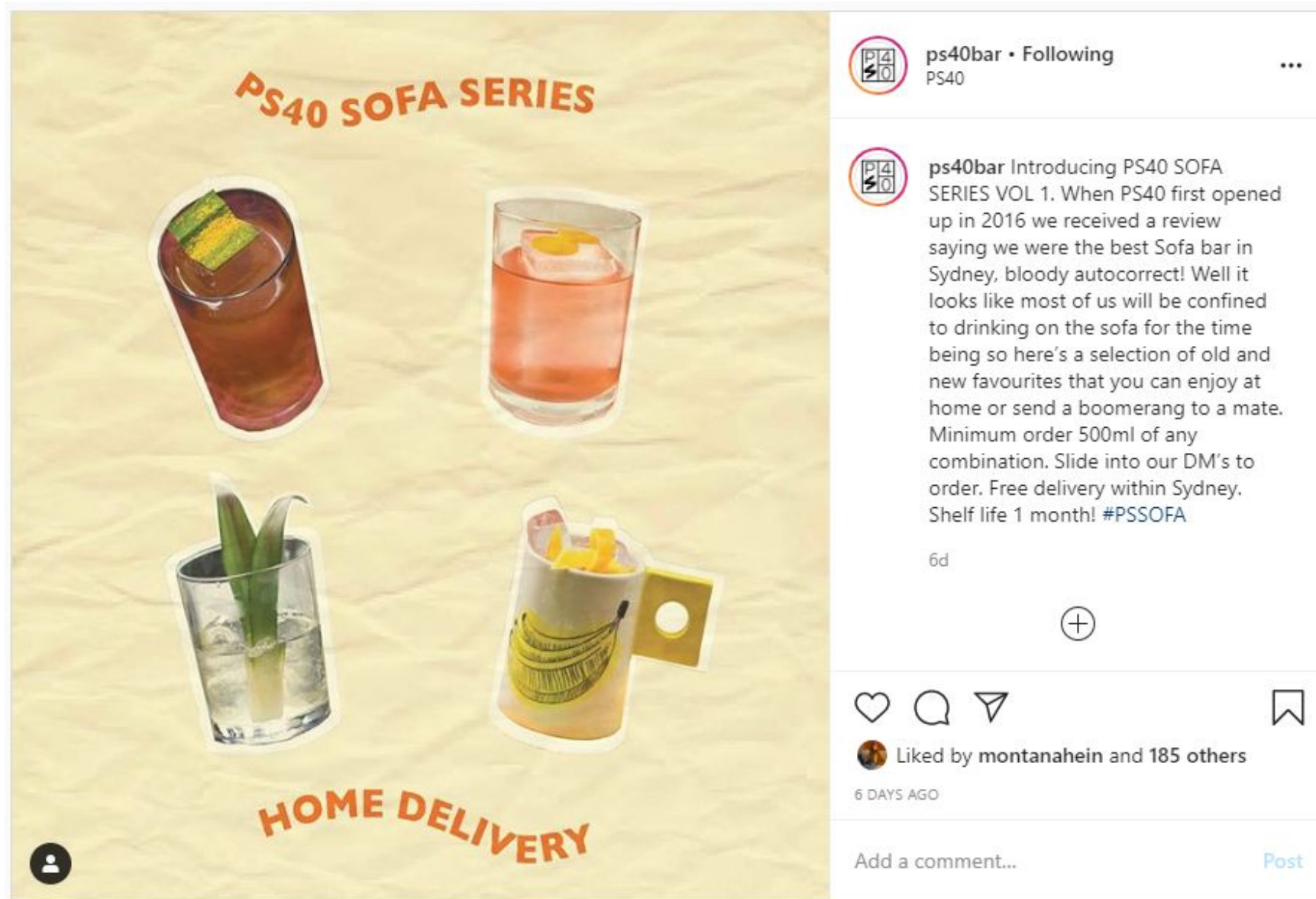







# PS 40

“Support local, stay fresh.”



“Sydney bar PS40 is one of the world’s best bars — they landed at 95 on the extend World’s 50 Best Bars list last year — and they, like bars across the country, are finding the coronavirus shutdown difficult to navigate.

With NSW now temporarily allowing takeaway alcohol and deliveries during the shutdown, PS40 has moved quickly to roll out a delivered cocktails solution, along with a voucher initiative they’re calling afterdrink (you pay now, drink later, obviously — click here to buy your drinks).

PS40 owner and bartender, Michael Chiem, will be doing deliveries himself, so if you’ve ever wanted the 2016 Bartender of the Year to bring you cocktails to your door, now is the time, people. Take a look at their Instagram post below, give them a follow, and hit their DMs to order. “

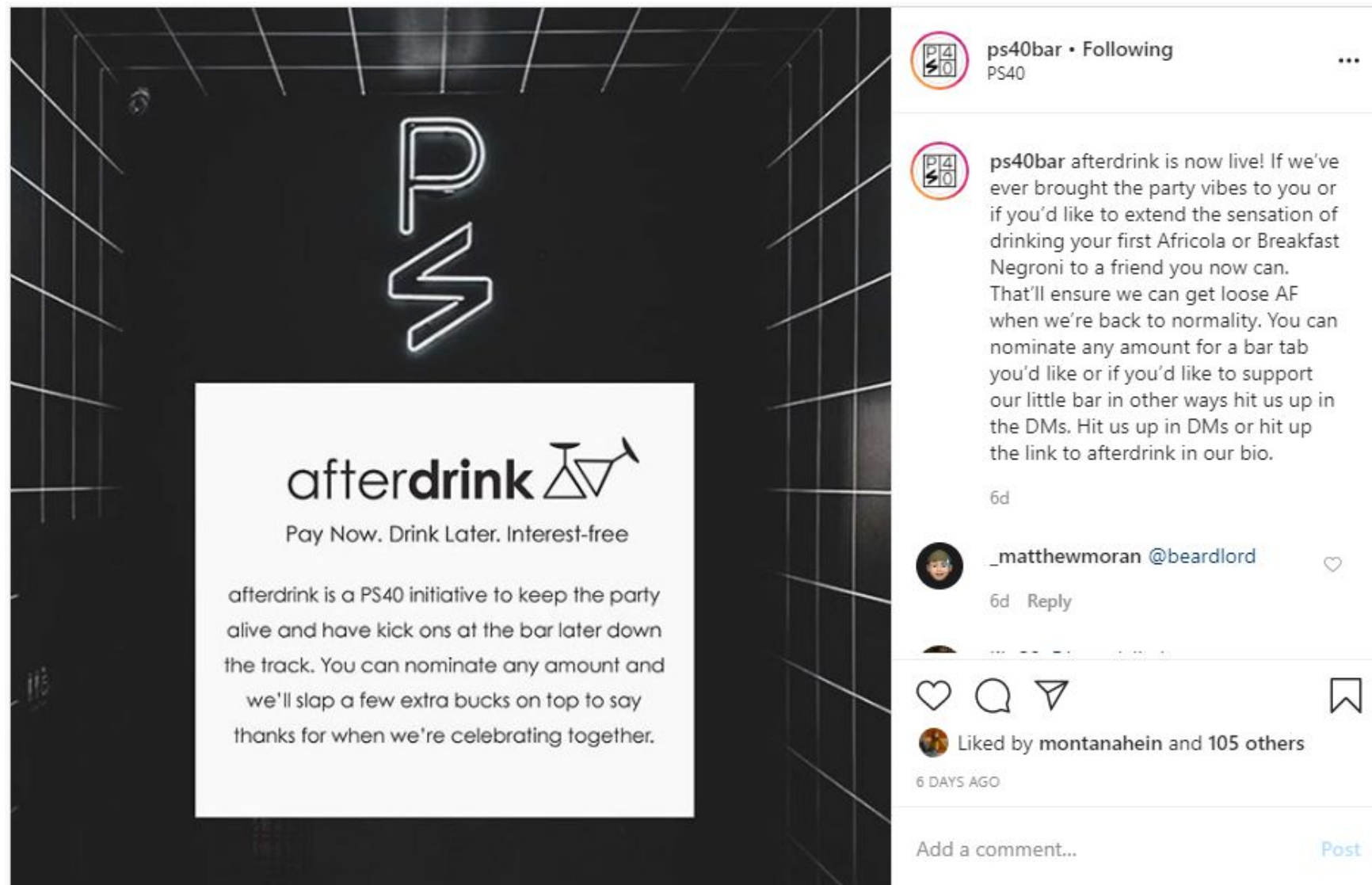
**Australian Bartender**

<https://australianbartender.com.au/2020/03/25/ps40-cocktails-coronavirus/>

CLICK TO SEE POST

# PS 40

## Drink now - Pay later



“ Afterdrink is now live! If we’ve ever brought the party vibes to you or if you’d like to extend the sensation of drinking your first Africola or Breakfast Negroni to a friend you now can. That’ll ensure we can get loose AF when we’re back to normality. You can nominate any amount for a bar tab you’d like or if you’d like to support our little bar in other ways hit us up in the DMs. Hit us up in DMs or hit up the link to afterdrink in our bio. “

**CLICK TO SEE POST**

# PS 40

## Drink now - Pay later



### Afterdrink

**\$25.00**

1 [Add to cart](#)

**Afterdrink: pay now, drink later. Interest free.**

**Corona virus has devastated all your favourite drinking holes and eateries and with government quarantine sanctions in place and social distancing it makes it hard for people to even think about coming down to support their favourite venues in this great time of need.**

**We are extending the gesture of pre-purchasing your future drinks at PS40 as a way to help support us in this extraordinary time. You may choose to pre-purchase as little or as much as you wish. To sweeten the deal even more, we will be adding on 2 Africola's for every \$100 spent!**

**Inspired by our mates at Bulletin Place with their Drink It Forward movement.**

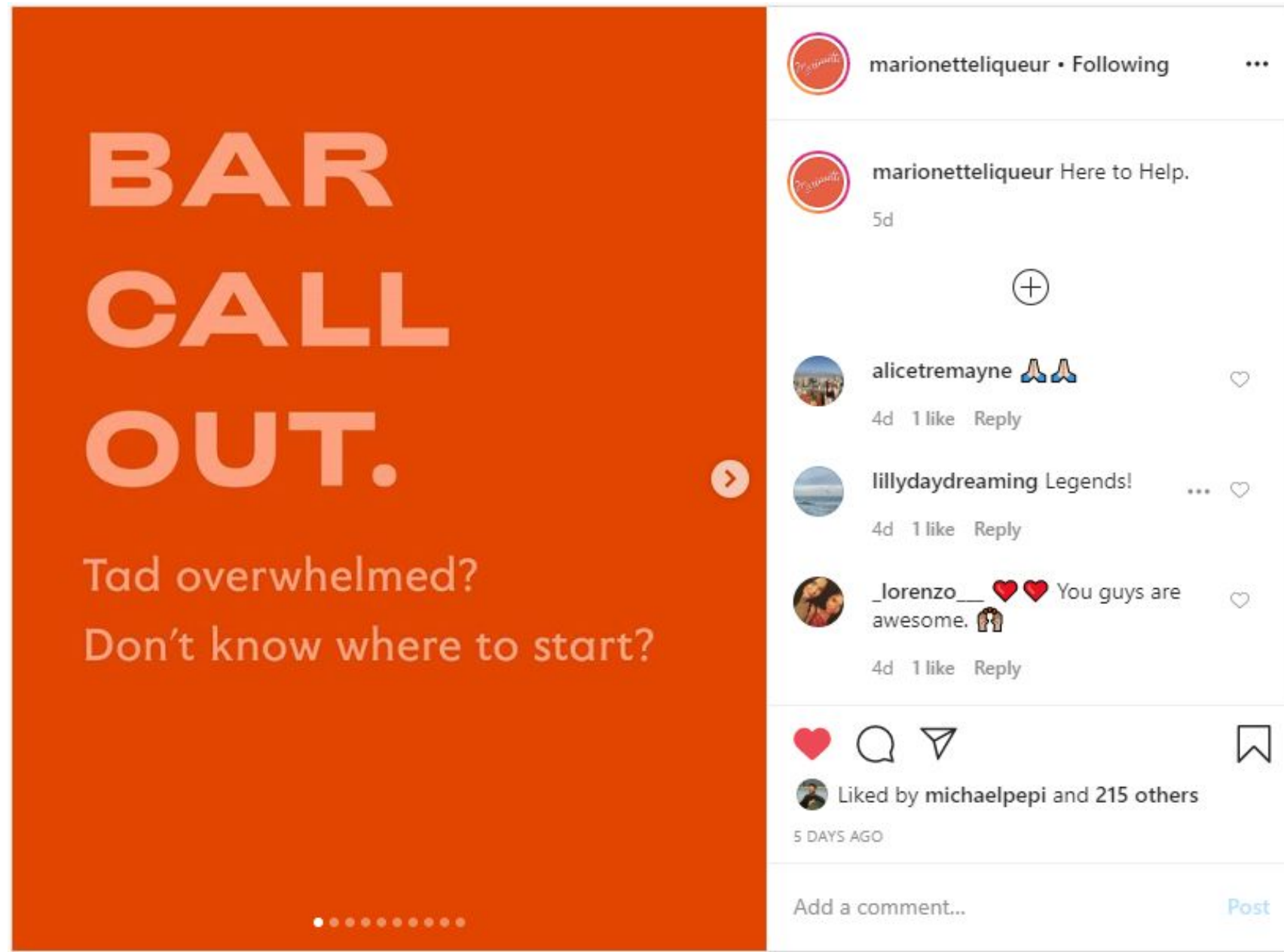
Afterdrink: pay now, drink later. Interest free. Corona virus has devastated all your favourite drinking holes and eateries and with government quarantine sanctions in place and social distancing it makes it hard for people to even think about coming down to support their favourite venues in this great time of need. We are extending the gesture of pre-purchasing your future drinks at PS40 as a way to help support us in this extraordinary time. You may choose to pre-purchase as little or as much as you wish. To sweeten the deal even more, we will be adding on 2 Africola's for every \$100 spent! Inspired by our mates at Bulletin Place with their Drink It Forward movement.

**CLICK TO SEE SITE**



# MARIONETTE LIQUEUR

Real leadership and support - beyond your own brand.



**CLICK TO SEE POSTS**

# MARIONETTE LIQUEUR

## BAR CALL OUT.

Tad overwhelmed?  
Don't know where to start?



**THIS IS A CALL OUT TO  
ALL THE BARS THAT  
HAVE SUPPORTED US  
OVER THE PAST FEW  
YEARS:**



If you're jumping into the  
online e-commerce world,  
and if "stuck" is your word  
of the day we're here to  
share what we know.



Using your bar-know-how  
to make bottled cocktails  
for home?



**WANTING TO  
PACKAGE IT UP?**

We can run you through  
your packaging options  
and point you in the  
direction of suppliers.



**CLICK TO SEE POST**

# MARIONETTE LIQUEUR

-How do you calculate  
a standard drink?  
-Where do you find  
the warning icons?

**WE CAN SEND THROUGH  
A CHECKLIST OF  
PACKAGING LEGAL  
REQUIREMENTS.**

**SETTING UP A WEB  
STORE AND DON'T  
KNOW WHAT  
PLATFORM?**

We can talk you through  
what might suit based on  
your scenario.

**HOW BEST TO SHIP?**

-Sendle  
-Shippit  
-Aus Post  
-Fastway  
-Uber  
-& 1300 Cabs (!)

We'll share our experiences  
and flag where you may  
end up out of pocket.

**CLICK TO SEE POST**



# MARIONETTE LIQUEUR

## NEED YOUR BAR LOGO ON A LABEL?

Set up your DIY version and Lauren will cast an eye over it for you, make sure it's print ready and make some simple changes to elevate the heck out of it.

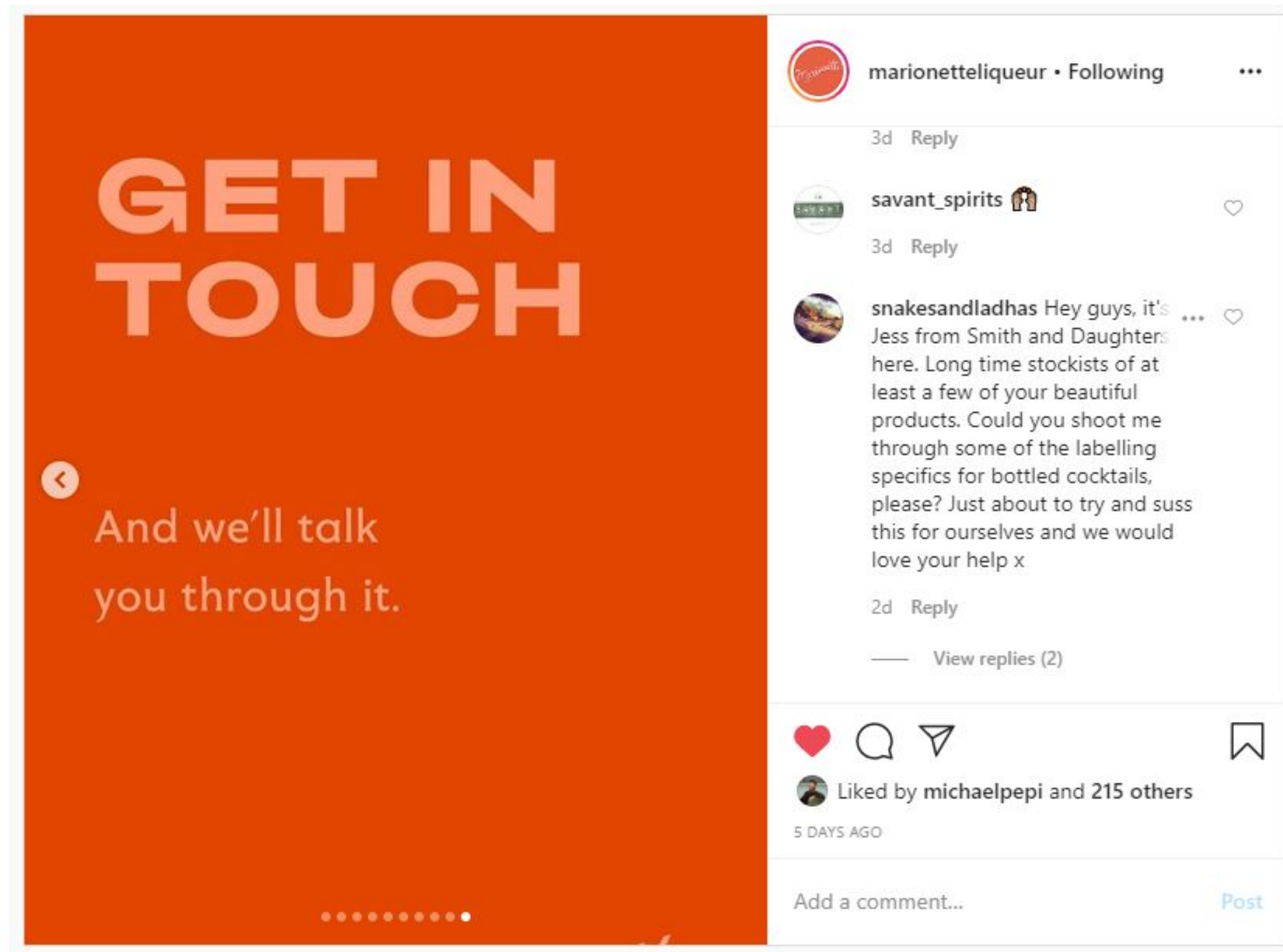
## BOTTLED COCKTAIL YOU NEED SHOT?

If you can get it to Brunswick, VIC we can take a product pic.

Things are shifting fast, we don't have all the answers, BUT we are here to share all the knowledge that we can.

[CLICK TO SEE POST](#)

# MARIONETTE LIQUEUR



CLICK TO SEE POST



# Food for thought

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“ Inspired by your industry? Love the people that you work with? Ready to get through the toughest time of our lives? Excellent.

Now, get ready for day-after-day of the unexpected, unprecedented, and unbelievable, and use it to communicate your brand the best way you know how. Adapt your messaging, but stay true to your brand’s core values and your support won’t dwindle, it will grow.

It’s what you do when you don’t know what to do that people are going to remember. It may feel like the world is ending, and it’s important to ask or help when you need it, but this is not the time to have a meltdown; this is the time for opportunity. Step up to the plate and communicate who you are, what you do, and how you’re coming out of this on the other side, and you’re audience will meet you there. ”

-

*Daisy Slade*

Worksmith Marketing Communications Manager

# ADDRESSING COVID-19

# ARCHIE ROSE

**Honesty around numbers of a business and transparency about why a new product has been launched.**



**CLICK TO SEE POST**

Waiting on the first batch of Archie Rose Hand Sanitiser? We hear you.

We as a business and team, along with the retail and hospitality industries—and all Australians—are facing incredibly difficult times which includes today's shutdown of bar service at the Archie Rose Bar in Rosebery, Sydney. This sadly impacts our 20-plus bar and hospitality team. In an effort to bolster supplies nationwide and maintain the employment of as many of our team as possible, we have now re-allocated our spirits production capacity to hand sanitiser, with approximately 4,500 x 500ml bottles available to purchase via the Archie Rose website right now. The product formulation follows the World Health Organisation guidelines for effective and safe sanitiser, while also featuring Archie Rose's own natural grapefruit, cassia, cardamom and thyme botanical distillates from our gin production.

According to our founder, Will Edwards: "We're in a unique position to manufacture this essential product—with the required federal licences, dangerous goods approvals, access to raw materials and expertise—and so we're now making hand sanitiser our production focus. We will continue to produce sanitiser for as long as we can, or as long as is required, and this will also support the redeployment of as many of our full time bar staff as possible to assist in filling, packaging and shipping the product." Pre-order begins now at \$20 per bottle with a purchase limit of 6 bottles per person to ensure as many people as possible get fair access to this product. The first batch will leave the distillery this Thursday 26 March. Link in bio. 🙏🍷



# ARCHIE ROSE

**Honesty around numbers of a business and transparency about why a new product has been launched.**



**CLICK TO SEE POST**

It's been less than a week since we launched—and sold out of— our first batch of Archie Rose Hand Sanitiser. But with things moving at lightning speed in response to unprecedented demand, it's time we came back to you all with a few updates.

Based on the almost instant sell out of our first releases and the huge number of people who have signed up to hear more about this product - balanced against our website, team and technical capabilities - we decided the fairest way to roll out news on new releases was via email alerts to the notification list based on when people signed up. Last night, our latest batch went out to the thousands who had signed up to our hand sanitiser notification list—and it sold out again upon release.

We're continuing to work around the clock to have more ready to pre-sale as soon as more ingredients and packaging becomes available—so if you're keen to hear more about Archie Rose Hand Sanitiser please sign up and be sure to watch your inbox.

Best of all, we're so pleased to announce that due to your overwhelming show of support, we've been able to re-deploy our 20+ bar and hospitality team to the bottling line following the shut down of our bar last Monday. This is a huge achievement, and something we'll all be raising a glass to tonight. ❤️👉 Link to sign up for hand sanitiser updates, plus an FAQ, are now both available in our bio. ❤️👉 #ArchieRose



# BILL GRANGER

**Honest, hard, but persevering.**



**CLICK TO SEE POST**

Today we have made the devastating and sickening decision to temporarily close our restaurants in London. In 27 years in this business, I have barely closed, and my restaurants are usually open 364 days of the year from early morning to late at night.

In a business that is based on looking after other people – staff and customers – I am being left with a decision to potentially kill the livelihood of 250 people and this is cruel and unfair. I am shocked that as business owners we have been saddled with this impossible responsibility, and feel like we’ve been hijacked by a survival-of-the-fittest ideology that we have to manage with no support by those who impose it. While we all appreciate the lack of a road map and the initial need to try to save lives, the conversation about livelihoods also needs to happen now.

Like most small and mid-sized hospitality businesses we can look after everyone for a few weeks at best. After that, in such a labour-intensive business, with zero income, it’s simply not possible. As businesses we collect and hold VAT, income tax, National Insurance, and as well as being collectors, we also perfectly placed to provide immediate support to our employees that government agencies would not have the capacity or the speed to manage effectively during this crisis. We have the infrastructure and right now we have the people. I urge the government to allow us, myself, my team and my fellow friends in the hospitality industry to do what we do best, to all look after and continue to pay our valued team members NOW until we can start trading again. Ironically, we’re holding some of that money that would enable us to do this right now.

Bill x

# MONA - DAVID WALSH

WS

MENU

X

+

VISIT

BUY

CONNECT

VIRUS TAKES  
MONA, CHECK.

What do you do when you're trying to predict something that can't be predicted? Panic may be a legitimate option, but as someone who holds a level of responsibility to the staff and the community, that option isn't open to me. A good remaining option is the Precautionary Principle. At this point, with some governments enforcing mass closures due to COVID-19, and the Australian Government seeking to limit contact between individuals, Mona faces a dilemma. Taken as a whole, is Mona being operational a net service to the community? Spoiler alert: the answer, as far as I'm concerned, is no.

In a situation where some outcomes, however improbable, cause catastrophic damage to the system and are thus completely untenable, the Precautionary Principle requires me to identify those outcomes and respond to them, rather than to the more probable outcomes that are tolerable. Good chess players play like that: they don't plan for mistakes from an opponent; instead, they prepare for the best move that the opponent can make.

So let's play chess against our formidable opponent. COVID-19 could be an airborne pathogen (WHO didn't think so as of 28 February, but the science isn't settled); it could become more virulent (viruses sometimes become mixed through swapping material in a host with multiple infections); it could rapidly mutate as does influenza, which would mean that each season you could get a variant of it (doesn't seem to be happening—there are only two very similar strains); it could cause permanent damage to health (the Hong Kong Hospital Authority observed significantly reduced lung function in two out of twelve 'recovered' patients); and a sufferer could infect before he or she is symptomatic.

30-03-2020

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# MONA - DAVID WALSH

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If a single one of those COVID-19 scenarios applies, or is even possible, a great deal of hardship is worth tolerating to contain it. Even if COVID-19 just went on its irksome way as a granny-killing hyperflu, we'd have to take extreme measures. Each scenario is possible, and the evidence suggests a couple of them are likely. It will keep killing, and it will be extremely difficult to manage on a case-by-case basis, so COVID-19 must be checkmated.

Mona, most likely, would play no part in the spread of this insidious coronavirus, and so closing would, probably, play no part in protecting against it. But there's a chance that Mona could become a major centre for contagion. Preventing people interacting prevents many unlikely infections, but unlikely infections add up. They might add up to mayhem.

# MONA - DAVID WALSH

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On the other hand, people need entertainment. A functioning Mona might provide some much-needed relief from the drudgery caused by the cessation of public gatherings and the consequent elimination of sport, music, theatre and religious ceremonies. Visitors to Mona might be able to preserve social distancing—but social distance is more easily preserved by staying home. I thought about conducting tours, or allowing people to register to be invited when the crowd was appropriately underwhelming. I've been trying to find a way to keep going, an option, an excuse. Mona will lose more money closed than open (oddly, we haven't seen a reduction in visitation) so, unlike Dark Mofo, I'm incentivised to keep it going. And I owe the staff, big time.

But, as you've probably guessed, it's closing. I'll keep everything together as long as I can, and that should be a long time. I'll delay building projects and maintenance. I'll stop taking holidays (not having a choice is a potent motive). I hope people care enough to visit when we reopen. I hope that people care enough to understand why we've closed.

Another thing. Schools are still open, kids don't face much risk, so should your kids go to school? The answer is probably no (yesterday, I said yes; today one of my school-aged kids is at home here in Hobart, the other at school in Sydney). But closing schools might mean more kids with their grandparents. That's not desirable, given the increased COVID-19 mortality for the elderly. Is there a consequence of closing Mona that I can't foresee, but nevertheless does harm? I don't know, but I'm closing Mona. I'm closing it, without certainty and with some loss of pride, but I'm closing it.

A second-last word. This is a Nassim Taleb quote that summarises why I think that everything that can close should close:

Precautionary decisions do not scale. Collective safety may require excessive individual risk avoidance, even if it conflicts with an individual's own interests and benefits. It may require an individual to worry about risks that are comparatively insignificant.

In other words, you can't wash your hands of washing your hands. Monty Python inadvertently encapsulated my strategy more pithily:

*When danger reared its ugly head, he bravely turned his tail and fled.*

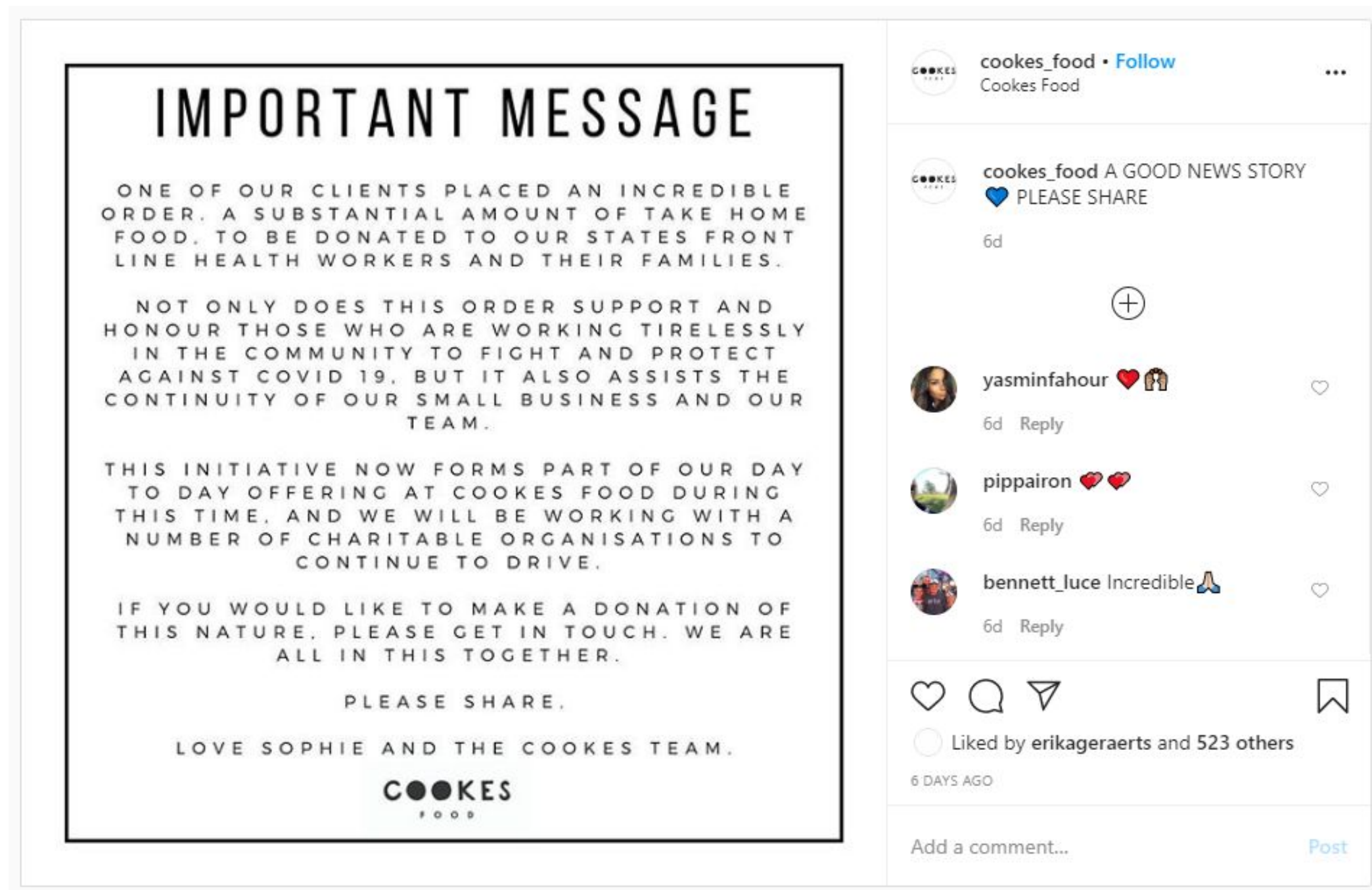
—David Walsh, 17 March 2020



# FUNDRAISING

# COOKES FOOD

“Buy a meal for someone at home. Buy a meal for someone on the front line.”



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# MR BLACK

**“Thanks for your support yesterday, today and tomorrow.”**



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We've been overwhelmed by requests for hand sanitiser from both our local community and afar. In the background we have been busy supplying our local pharmacies and healthcare providers with the alcohol they need to help those that need it most. We are now making @who recipe navy-strength hand-sanitiser available to all who need it. For the very reasonable cost of \$19.95 for a half litre refill pack, it's available online from our website. It'll start shipping from Wednesday.

NOTE: It is not available for collection from our distillery. We'd love to, but that's not possible.

It's not lost on us that this is the second time in as many months that the community has called for help. First the bushfires, and now a global pandemic. These are not good times. Beside the devastating human impact, the widespread shuttering of bars and restaurants around the world has caused a heartbreaking loss for many business owners and staff alike.

At Mr Black, over 60% of our business is supplying the world's best bars and restaurants, and we too have felt a profound impact on our business. Thanks for your support yesterday, today and tomorrow - we wouldn't exist without you. Much love from the Mr Black team #mrblack



# THE GOSPEL WHISKEY

“All profits from this will go to support the Victorian hospitality industry.”



## Sold out.

Today we launched our final run of The Gospel hand sanitiser. All profits from this will go to support the Victorian hospitality industry. To place your order and support visit The Melbourne Moonshine online store. After this we will be focusing all of our sanitiser production to supply front line worker in the health sector that are in need, at cost value. If this is you and you are in need, email us at [orders@thegospelwhiskey.com](mailto:orders@thegospelwhiskey.com)

Stay safe out there and be kind.

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# IMBIBE

WS



We've been updating our original post from Sunday with additional funding and donation resources. Head to the link in our profile for the latest, and comment below if you'd like to share additional resources.

#imbibe #imbibegram

30-03-2020

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# Food for thought

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“ Spend 70% of your time and energy focusing on positive, creative and realistic ways about how you can navigate the SURVIVAL phase in the best possible shape (and, remember, navigating it may simply mean surviving it, nothing more).

Spend 20% of your time thinking about what life for you and your business will look like in the TRANSITION phase, so that you are able to start rebuilding what you stand for in the face of new realities.

And spend no more than the last 10% of your time thinking about where you and your business will fit in the NEW NORMAL, and how some elements of that New Normal may be BETTER for you.”

-

*Matt Jones*

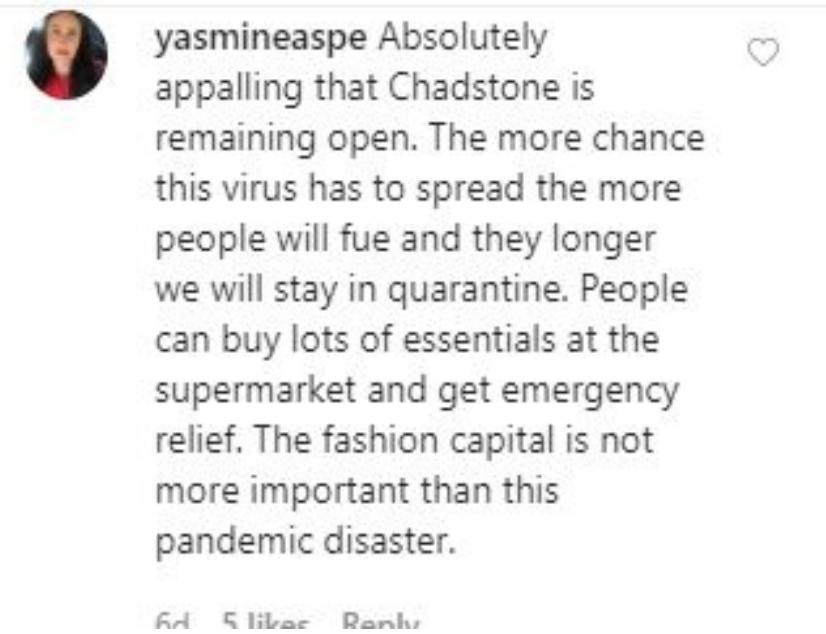
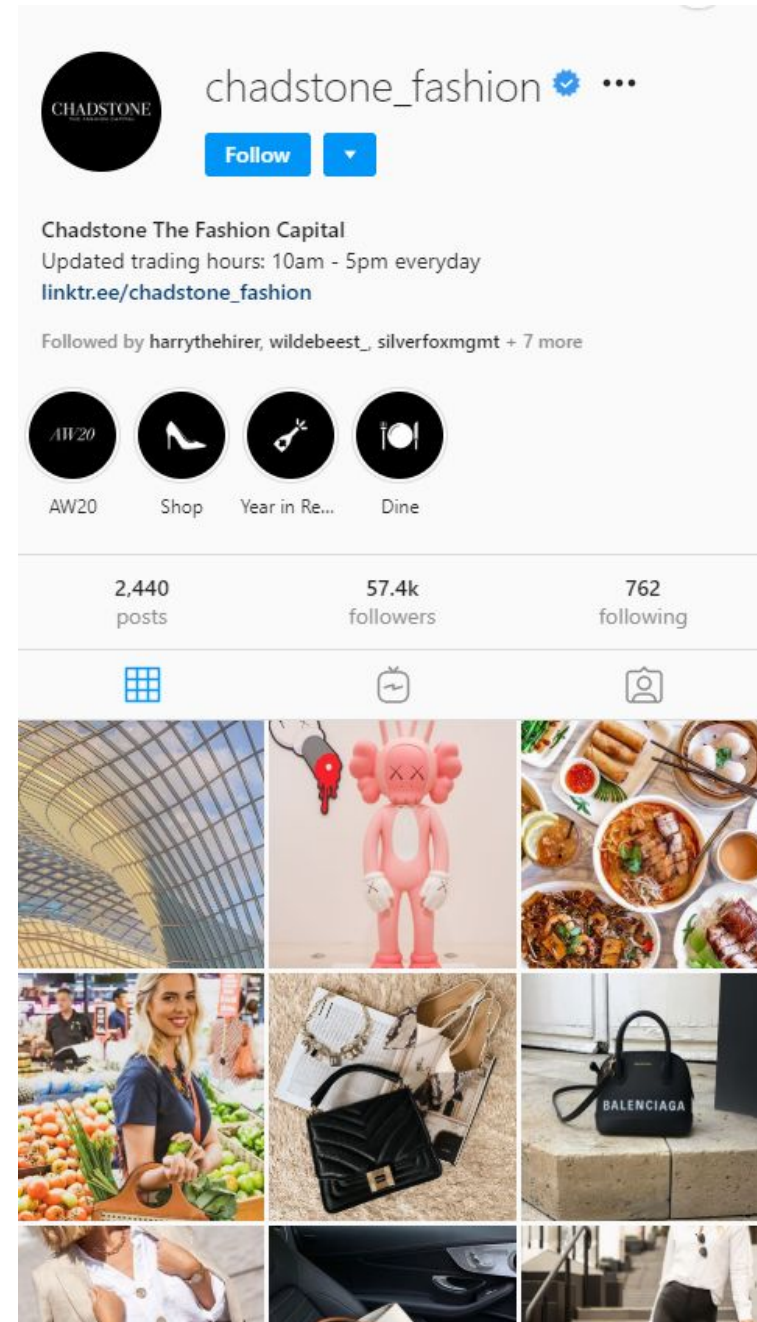
Co-Founder, Four Pillars Gin



# THE NOT SO GOOD

# CHADSTONE

Not recognising the crisis and posting tone deaf content.



CLICK TO SEE POSTS

# Food for thought

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“ Authenticity is key at this time.

Stay true to who you are. Take a step back from the noise and identify key objectives for your business, during this unusual time and have laser focus. Think differently. Pivot. Use it as an opportunity to grow.

There are no right or wrongs. Now more than ever, businesses can utilise social media platforms for the greater good. And they are experiencing never before seen engagement and usage levels – with this only increasing for the foreseeable future. Take time to identify how to best utilise your platforms and the millions of highly engaged eyeballs, to help you achieve outcomes. For your business and importantly, your industry and community. Create, engage, ideate and see what sticks. Be agile in your approach.

Dig deep and stay strong. ”

*Chris Nolan*

Starward Digital & eCommerce Manager



# STEPS

# BEST PRACTICES

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- **Empathy always.**
- **The crisis must be the priority.**
- **Your response should be timely.**
- **Always tell the truth.**
- **Do good and be helpful.**
- **Empower others and your community, not just your brand.**
- **Follow through- words must become actions.**
- **Honesty is everything.**
- **Remain positive and communicate that positivity widely.**

# THE STEPS



- Now is the time to come together, support your community and industry as much as possible.
- COVID-19 and its effects are stressful on your business and on yourself and your team, make sure you have a plan in place to not only help your bottom line but also your own mental and physical health.
- This is the time to be agile, trust your team and execute fast and with confidence.
- Clear communication with your team is just as important as communicating to your customers.
- Find the silver lining- enrich people's' lives in a time of struggle.



**THANK YOU  
STAY SAFE**

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