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Arjun Pandey

Risk Management in Restaurant Business during Covid-19 crisis.

Case study for a small Asian restaurant (X) in a medium-sized town in Uusimaa, Southern Finland.

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<p>This thesis's objective is to understand risk, risk management plan, and process for the small business-like restaurant through different literature review. The thesis aims to find out the effects of COVID-19 and the importance of risk management in small businesses during times of crisis like Covid-19 by doing a case study on a small Asian restaurant in a medium-sized town in Uusimaa. This case-based thesis can be used by the owner of restaurants where a case study is done as well as other similar size restaurants to handle the risk and have better survival strategy, financial performance, and period of recovery more successful.</p> <p>The thesis examines the theories of successful implementation of Risk management as well as main points and trends in risk management planning. The thesis's advantageous quality is that it is written in real-time during the pandemic and relies on the experience of the restaurant, grocery business, and their management opinion and view on risk management. The author has added his own experience of risk management from his work experience. The research will be conducted to come up with a Risk management plan that is reliable and practical for the case study company 'X' during a crisis like COVID -19. The method going to use by the author in this thesis is a qualitative method, which includes primary data collection through interviews of a restaurant, grocery store, and author's own work experience on a large fast-food restaurant chain. Then secondary data would be collected through literature reviewing existing literature on risk management, risk assessment process, risk management strategy, articles, research paper, and various internet resources on the subject.</p>	
Keywords	Risks, Risk Management Planning, Risk Management Process, Restaurant Business, Covid-19 Crisis

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Glossary

IMF International Monetary Fund.

ISO International Organization for Standardisation

SMEs Small and Medium-sized Enterprises

CDC Central for Disease Control and Prevention

BBC British Broadcasting Corporation

SWOT Strength Weakness Opportunities Threats

WHO World Health Organization

UNICEF United Nations Children's Fund

PESTLE Political Economical Social Technological Legal Environmental

1 Introduction

1.1 Research Background

The coronavirus pandemic is having a significant impact on most of the food and beverage businesses. The restaurant business is one of the hardest hits by Covid-19 Pandemics (Jones, 2020). During this crisis, some businesses are thriving, such as pharmaceutical, healthcare, grocery, delivery services, gaming, Netflix, to name a few. In contrast, industry like tourism, airlines, hotels, restaurants, entertainment, sports is facing more significant challenges due to pandemics (Dua, et al., 2020). Some businesses are making substantial changes to the way they interact with customers to continue running the business. In nearly all circumstances, businesses are having to adopt new ways of working to manage both existing risks as well as COVID -19 related risks.

No one anticipated that the entire world would face such a great magnitude of crisis from COVID-19. BBC News published on 9 April 2020 reported that the coronavirus is the worst economic crisis since the 1930's depression according to IMF. On the same news published on the BBC website, other staggering facts were mentioned such as; by the time pandemic is over half of the world population could be living in poverty (BBC, 2020). Despite all the challenges faced by the food business, they have to adhere to their legal duties, such as employer's duty to protect their employees, health, and safety of customers, have to abide by restrictions and regulations imposed by governments. However, different food and beverage governing bodies of their respective countries have published separate guidance to assist with managing risk and ensuring food business service trade safely during this crisis. This risk management guidance is too broad and lacks behind in much crucial business risk and risk management strategy. Businesses have different management styles, operations, employees, vision, location, customer orientation. The author sees the need for individual risk assessment, strategy for a particular business to be successful during a crisis like Covid-19.

The primary focus of the thesis would be analysing the already pre-existing risk associated with the restaurant business as well as new risk poses by Covid-19. The thesis would analyse the risk plan and risk management process for a restaurant which falls in small business categories, with the help of existing literature, theories, interviews, articles published and various internet sources. After analysing primary and secondary data for the research, Thesis goal is to figure out a viable and effective risk management strategy for currently running small Asian restaurant X in a medium-sized town in Uusimaa, Southern Finland. Thesis aim is to find a better risk management strategy for restaurants to avoid business failure from all kinds of risks in times of crisis like Covid-19.

The thesis will be doing a case study on a specific restaurant where the name of the restaurant will be kept anonymous to avoid any conflict in the future. For the ease of doing research, the author will address the case study's restaurant name as 'X'. The author chooses to do a case study for the thesis because it will allow the author an opportunity to study the situation in real depth. Since coronavirus is ongoing scenarios and everyday things are changing. There has not been enough literature and research regarding this situation, and the restaurant business is facing different challenges daily basis which is posing the greater risk of business failure.

The author believes that by doing a case study will give a thesis actual results as well as practical experience. With the case study, it can be easier to get reliable data and results which can be later on used to forecast different business scenarios. Also, a case study is well suited to new research areas or which research areas for which existing theory seems inadequate (Rowley, 2002). Case study research can be instrumental when; A how or why the question is being asked about the contemporary set of events over which the investigator has little or no control (Rowley, 2002)

1.2 Research Problem

Because of Covid-19 Food & Beverage field losses income, customers, employees, reputation, sometimes the whole business, which are the main problems this thesis is aiming to solve. Risk management, as well as possible growth measures for a small restaurant business, is more than necessary especially in this challenging time because the restaurant industry got the worst hit by the pandemic (Jones, 2020).

1.3 Research Questions

The appropriate research question is essential to guide any research. It helps to pinpoint and precisely what the author is trying to find out and gives the research clear focus and purpose. The research questions put forward in this research will guide the researcher throughout the whole process and help to make a valid conclusion based on findings. The main research questions this research will be trying to figure it out would be followings:

1. What is risk, risk management and risk management process for small business?
2. What are the effects of COVID-19 in the restaurant business?
3. What is the importance of risk management for restaurant 'X' during and after a crisis like COVID-19?

1.4 Research Design

To achieve the research objectives, this research is designed to be descriptive and qualitative. The main reason for selecting a descriptive research method is that it will enable the researcher to describe, identify, explain, and validate research findings. Descriptive research is intended to cast light on the current issue which is risk management during COVID-19 especially for restaurant business through a process of data collection that enables the researcher "to describe the situation more completely than was possible without employing this method" (William & Bayat, 2007). The data

collection methods in descriptive research can be both qualitative and quantitative methods, but only the qualitative method is selected for this research (See chapter 4.1 for more details).

1.5 Thesis Structure

Thesis structure has been kept simple and easily understandable for the reader. It first describes the risk and types of risk. Then it introduces risk management, risk management process, which comprises of various step inside the risk management process in the second phase. In the third phase, authors discuss the COVID- 19 crisis and its effects on Restaurant business as a whole and primarily in Finland. The research methodology will be cover in the fourth phase. The fifth phase of the research carries the introduction of case study and detail analysis of risk management and process for restaurant 'X' and comparison with another type of business as well his own work experience in the big fast-food restaurant chain. The author tries to lay out the risk management plan for a restaurant by introducing SWOT analysis as well as recommendation to mitigate risk possess by Restaurant 'X'. Sixth and Seventh phase will be results and conclusion respectively, but for the ease of understanding thesis structure, it has been kept in the same section in the figure below.

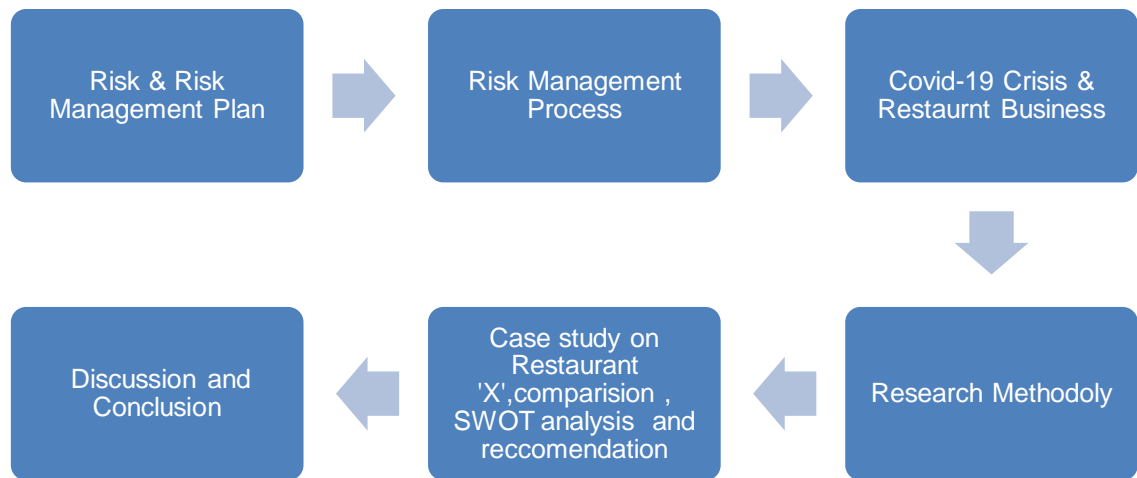


Figure 1. Framework for thesis

2 Literature Review

2.1 Risk

The popular definition of Risk from ISO 31000 is “Effects of uncertainty on objectives” (ISO31000, 2018). In the book Fundamentals of Risk management author Paul Hopkin had addressed the various popular definition of risk from various sources. "Risk is the combination of the probability of an event and its consequence. Consequences can be both negative and positive" stated by the Institute of Risk Management (IRM) in the book (Hopkin, 2014). Let's go much deeper in these definitions and try to analyse them with simple examples because uncertainty is the everyday part of life for everyone, either it is for individual, group, or business. Consciously or unconsciously, we are evaluating and managing risk on an everyday basis, from travelling to work, cooking your food, buying goods, playing any sports, putting seat belts while driving the car so on and so forth. Risk is anticipated to be everywhere for example If am coming to university via my car I have all kind of uncertainties during those periods like; heavy traffic, heavy snowfall in winter, potential tire puncture, road accidents etc. However, every uncertainty will not

have the same effects in my objectives to go to school with all those above mentioned uncertainties. I will have a different risk for example with heavy traffic I might be just late for my lecture which is not a big issue if you just talk with the teacher and explain the situation to him/her. Nevertheless, if I happened to be in road accident risk would be far greater where my life can be jeopardised.

Similarly, on the business level, there are also all kinds of objectives, and while pursuing those objectives, there are varieties of uncertainties which in return might have arrays of risk. Someone opens a small business let us say a café with the idea of providing excellent coffee and quality doughnuts with objectives of excellent customer service, enjoyable food, relaxing atmosphere in return for profit for better livelihood or business growth. As you can see here, the business owner wants to provide service with the hope of making a profit. Let alone in this scenario of opening a café, there are various risks, and uncertainties involve like; not having right employee, workplace injuries, burglaries, vandalism, the location might be wrong, lack of customer flow, lousy reputation, inadequate capital and so on. All of these uncertainties and risk have effects of success and failure of the business.

However, the risk is not always a negative relatively risk can be positive by providing an opportunity for a project or businesses (Bission, 2014). Let us go back to the example of the café where café owner decides to invest the money on building a website for its café. The positive risk would be too many visitors on the website and popularity of the café grow, and business starts booming. At the same time, having too many visitors is positive, but too much traffic on the website might result in the risk of server failure as well. There are various types of risk, and each has different effects on the objectives. In the coming section below, we will discuss more on the types and nature of risks and its effects.

2.2 Types of Risks and Classification

In order to provide a structure for risk analysis, and to help allocate responsibility for managing different types of risk, risks need to be categorised appropriately (ACCA, 2020). By classifying the various types of risk, it is easier to reflect extensive business functions, grouping risk relating to production, distribution, sells, marketing, finance, technology and so on.

The risk might have positive or negative consequences or could just result in uncertainty. Therefore, the risk could be considered to be associated with an opportunity or a loss or the presence of uncertainty for the corporation (Hopkin, 2014). So, we can say that different categories of risk require specific management or investigation. Before the performance of risk management for any business, we need to understand various categories of risk and their nature.

Global Risk Alliance's Risk management guide for small business (Global Risk Alliance, 2005) presents a figure of three different risk types (figure 4): uncertainty-based risks, opportunity-based risks and hazard-based risk. However, these categories of risk are not all the risks there are as many other risks exist as well. Depending on the industries and nature of business risk can vary between areas of businesses as all business have their own little differences. Some of the other categories of risk can be a financial risk, strategic risk, operational risk, market risk, security risk, reputation risk, liability risk, market risk and so on.



Figure 2. Three types of risk and their management (Global Risk Alliance, 2005)

2.2.1 Uncertainty -based risk

The risks that give rise to uncertainty about the outcome of a situation can be described as Uncertainty-based risk; they are also called as control risks. These Risks are mostly related to project management and these risks can be challenging to quantify. Often the organisation will have a disinclination towards uncertainty-based risk. These types of risk can be associated with the benefits that the project produces, as well as uncertainty about the delivery of the project on time, within budget and to specification (Global Risk Alliance, 2005, p. 10). If we take the example of owning a car for uncertainty-based risk would be that you know for the fact that owning a car is not a cheap thing it is going to be costly, but uncertainties are that cost will vary. Simple examples would be that the price of fuel could go up or down, breakdown and repair costs will vary; the cost of borrowing money could change. For any project, there are uncertainties throughout its completion. Uncertainty with an example of a big construction project would be the financial environment of the project over the lifecycle of the project. For example; the price of materials, labour, fluctuation of interest rates or exchange rates, supplier contract deal, all these things would have an impact on the total cost of the project over the long period of the project.

2.2.2 Opportunity -based risk

Opportunity based risk has two main qualities correlated with opportunity risk. There are dangers associated with taking an opportunity, but at the same time, there is also risk related to not taking the opportunity. Opportunity based risk is often financial; they may not be visible or physically evident. Opportunity risk is taken mostly to obtain a favourable outcome; however, a favourable outcome is not always guaranteed. Opportunity risk for small businesses includes moving a business to a new location, acquiring a new property, expanding business and selling a new product or service. If we take the example of owning a car by a person again, opportunities offered by owning a car are you can travel more efficiently, more job opportunities, save time. At the same time if someone did not buy the car opportunity of saving more time while commuting to work is lost or getting enhanced job opportunity is lost. (Global Risk Alliance, 2005, p. 10)

2.2.3 Hazard – based risk

Hazard based risk is also known as Pure Risks. These risks often have adverse outcomes and specific in nature. Hazard is a source or a condition with the potential for harm in terms of human, injury or bad health, damage to property, environmental damage or any combination of these (Government of Western Australia, 2020). These risks are seen as an operational or insurable risk. Organisation and business often have the tolerance to hazard risks. Hazard risk has many forms such physical hazard caused by extreme weather, chemical hazards by improper use of chemicals, biological hazard caused by viruses, phycological hazard, equipment hazard, Etc. COVID-19 can be the example of a biological hazard because it is caused by a virus (Global Risk Alliance, 2005, p. 12). Now let us go back to the more straightforward example of owning a car for understanding hazard-based risk. Hazard Risk involve in owning a car would be you involved in an accident because of the car or your car is stolen.

2.2.4 Financial Risk

Financial risk can be either uncertainty-based or opportunity-based. The risk which affects the cash flow and profitability of the business is financial risk. Some notable and common financial risk are credit risk, liquidity risk, currency risk, equity risk, asset-backed risk, investment risk, Etc. The main thing in financial risk is related to the odds of losing money (Chen, 2020). The aim is to reduce the loss and ensure the correct allocation of the funds in a business. Since financial risk broadly covers may risk related to finance, all the risk mentioned above, or any other risks related to financing will have a positive or negative effect on businesses. Financial risk is everywhere, and they can be different in sizes affecting everyone as its prominent business needs money to operate the business as well as for expanding the business. At any stage, if the business needs to seek outside investment either for operation or expansion of business, it would create the financial risk for both parties' business itself and investors or stakeholders invested in the business. One of the most prominent examples of the financial crisis would be the global financial crisis from 2007 to 2008. When a critical sector of financial market institutions struggles, it can impact the financial welfare of the entire marketplace. During this time, businesses closed, investors lost fortunes and government were forced to re-think their monetary policy. The crisis directly hampered the whole world economy. Many ordinary people lost the job and business shut down, and the whole world economy was changed. The impact of the crisis was in trillions of dollars, and still, many countries are recovering from the impact after more than a decade from the 2007 financial crisis (Cassiby, 2018). In terms of small business-like restaurants, financial risk involves the possibility of business owners losing vast amounts of money when debt financing or even his/her capital for starting or operating the business.

2.2.5 Strategic risk

Strategic risk is that kind of risk which arises from the decision made or implementation of planning or plan itself made by the directors concerning a corporation's objectives. Simply strategic risk is the chance that strategy will result in loss. Every business has a business plan or strategy for providing its services, and sometimes the business plan itself can be the wrong plan which creates strategic risk itself. Strategic decisions are made to endure or cultivate the business, and any risk ominous these decisions is a strategic risk. Strategic risk can be categories into two subdivision business risks and

non-business risks. Business risks can derive from the decisions made by the business owner or stakeholders regarding the products or services that the business provides. Non-business risks are those risk that is not derived from the products or services supplied. The risk associated with long term source of finance used in business can be one the example. Another example would be if the objectives of the organisation were to increase its sales by 12% in coming one year, but demand falls simultaneously, creating a strategic risk (ACCA, 2020).

2.2.6 Operational risk

Operational risk is the risk that the business will fail or lose money due to failing internal process, employee errors, fraud or any criminal activities, external events or any incidents that disrupt the business process. Every investment comes with the uncertainty or certain amount of risk that it would not earn its expected return (Segal, 2020). For example, a company might hire inexperience personnel in compare to experiencing for cost-saving major. However, inexperience personnel could make many innocent mistakes that may result in more cost for the company in the long run. In current example regarding restaurant business would be an external factor would be covid-19 and regulation imposes by the government on the operation of business resulting decrees in sales and customer flow. In the case of restaurant operating during this crisis time, even one employee gets infected with coronavirus it can result in the whole restaurant to be close for a certain period resulting in a huge business loss.

2.2.7 Market risk

Market risk has a different source in comparison to the strategic risk and operational risk. Market risk is a form of risk faced by any sort of investment due to instabilities in the market. In market risk, the risk is that value of an investment will decline (Glossory, 2019). According to Investopedia Market risk is the chance the investment value will decrease due to the factors that affect all investments across the markets like financial markets which can be stock market, bond market, currency market, inflation risk so on (Chen, 2020). Market risk involves many different situations or events over which individual or business does not have any control. These events or situation could be civil unrest, war, natural disasters, economic sanctions, political disturbances which can badly affect the value of shares, currency, price, interest rate fluctuation, inflation Etc. Market risk cannot

be minimised or removed from diversification. The diverse portfolio offers little help when the entire market is collapsing due to war, terror or natural disasters (Chen, 2020).

2.3 Risk Management Plan

2.3.1 Definition

According to ISO 31000:2018, risk management guidelines definition of risk management is the synchronised actions to direct and control a corporation with regards to risk (ISO31000, 2018). Another definition from a convenient report on risk management guide for SMEs from global risk alliance is that "risk management is how adverse effects from risks are managed and potential opportunities are realised". So that means risk management involves minimising those things that may negatively impact the business. Also, it involves identifying and harnessing those things that will help to achieve the goal and objective of business (Global Risk Alliance, 2005, p. 9).

2.3.2 Benefits of Risk Management

Risk Management helps to understand clearly risks, the conditions, likelihood and impacts. By implementing Risk Management, Businesses and people have fewer unexpected events happened. In any risky scenario, people will have more control in the course and activities that are carried out. The action becomes more effective with less expense and timesaving. Risk management also helps for a better decision where people can control and enhance the expertise of a whole process.

Successful risk management supports the business to maximise its profits, minimise the possible costs and enhance the performance. Risks are inevitable so that no business can escape them. This indicates that every business should and should want to effectively manage their risks because they have a better chance of avoiding loss and also it helps for business sustainability. Well-organised risk management improves profitability and competitiveness, which are critical factors in a fair and sustainable business (CPA Australia, 2009). Evaluating and planning the risks and their effect while

increasing efficiency and productivity affects the overall quality of product and service provided by the business. With the simple risk management plan itself for any business could give a business competitive advantage. Well-developed risk management plan helps the businesses to improve their performance in many aspects (Global Risk Alliance, 2005).

Risk management is also advantageous in the sense of communication and relationships between employees, customers, suppliers and other associates. Possible risks need to be communicated with all phases of production or service delivery process. By doing so, it automatically makes the connections more intimate and more transparent. Operational risk management also involves staff members other than only managers, which can be a motivational factor and make employees better commit to a company's goals. This affects positively on, for example, delivery times (Global Risk Alliance, 2005, pp. 12-13). Many expenditures can be reduced by risk management. Keeping the expenses within the limits of a budget is more manageable when all possible risks are measured, and the possibility of undesirable outcomes are minimised. Also, compliance costs, such as expenses required by the government, are taken care of, and thereby there are no legislative errors in the company's activities (Global Risk Alliance, 2005, p. 13)

2.4 Risk Management Process

Risk is a part of the day to day life and business life as well. We have to handle various kinds of risk under its temperament and circumstance. Some risks are minor, has less effect and are anything but difficult to oversee. Whereas, some of the risks are a critical risk, has a tremendous effect and are difficult to control and oversee. Handling them costs a definite sum of money varying upon the type of the risks. Owner of any small business or any risk manager would be able to take control of the situation as well as avoid future risks by using the risk management process. Businesses face all kind of risk; some risks can be small or ordinary risks which are often ignored. However, they can have a direct impact on reputation, financial status and may even cause the unexpected failure of the business. Whether to implement a risk management process relies on the hand of the business owner or a manager. Carrying out risk management urges the business to be proactive, value-based and opportunity to reach the business's goal and objectives. Risk management process helps the business to run effectively

while making business prepared for potential threat as well as utilise certain risks in favour of business opportunities.

ISO guideline of risk guidelines of risk management report of 2018 (ISO31000, 2018) and report published on risk management guide for small business (Global Risk Alliance, 2005) shows the quite the similar process of risk management which can be observed below in figure 4 and 5. Author find the report from global risk alliance practical for restaurant business because this report was designed for small businesses. This research the author doing is in the small Asian restaurant which falls under small business categories. At the same time, risk management guide from ISO is a world-renowned and latest report which is also will be used for this research along with other various kinds of literature and source.

The ISO's risk management guideline report (ISO31000, 2018) identifies that *"the risk management process involves the systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing the context and assessing, treating, monitoring, reviewing, recording and reporting risk."* Global alliance report on risk management for small business (Global Risk Alliance, 2005) also shows similar steps to be followed on the risk management process. In the coming sections, authors will attempt to discuss the risk management process much more in detail in coming subsections of the risk management process. The author will be heavily relying on this risk management process model from global risk alliance for his case study research because of its practicality, effectivity and simplicity. Although the model from ISO is similar, the author thinks the ISO risk management guidelines is much broad. In contrast, global risk alliance report on risk management is made for small businesses.

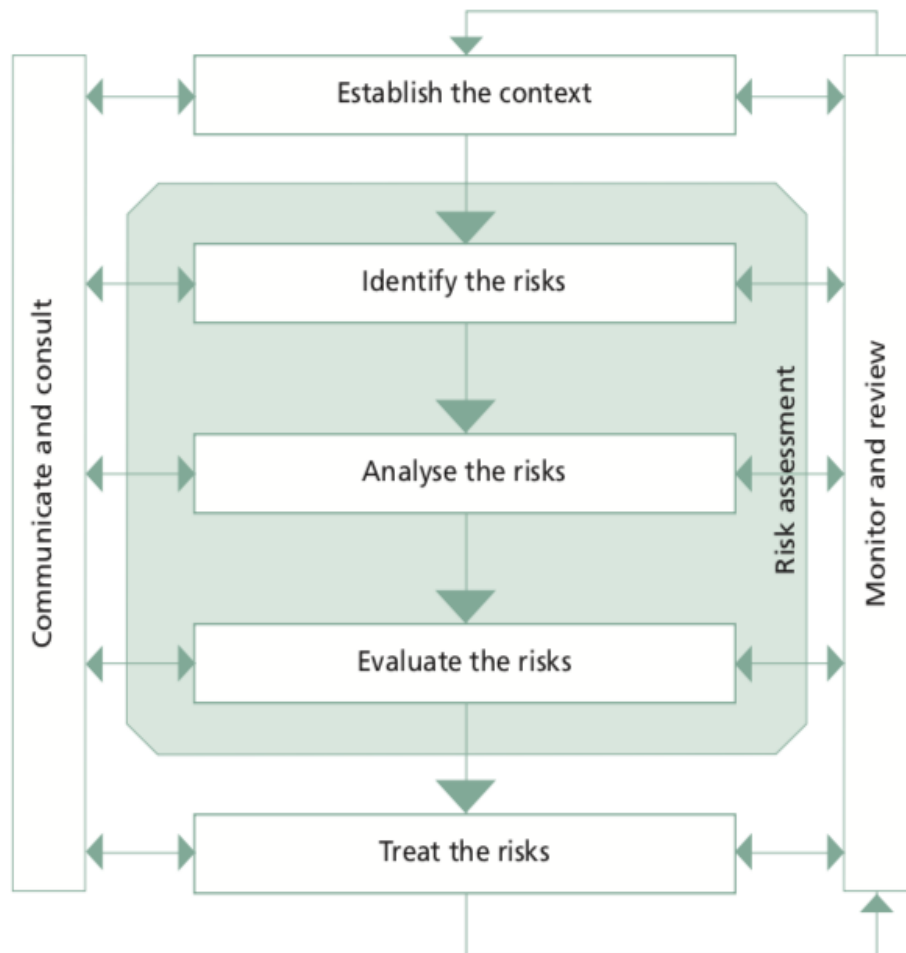


Figure 3. Risk Management Process (Global Risk Alliance, 2005, p. 21)

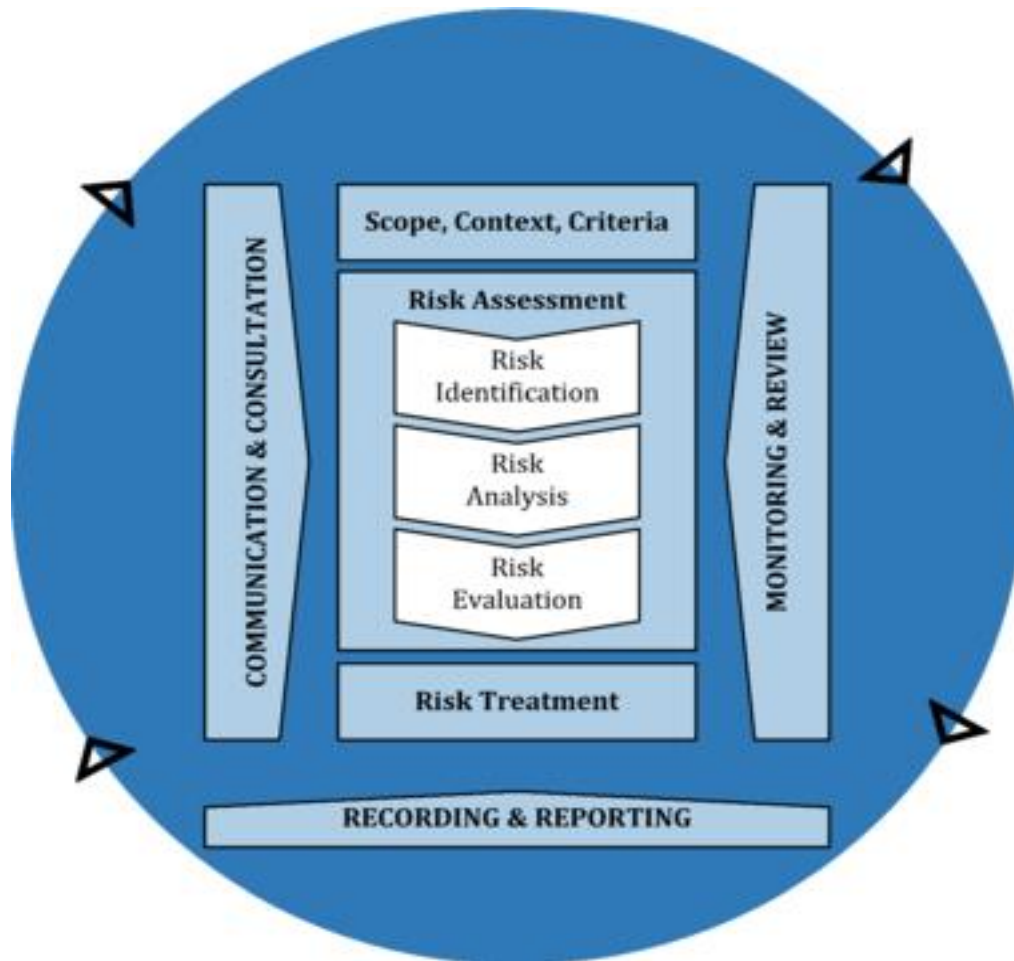


Figure 4. Risk management Process from ISO 31000:2018 Risk management guidelines. (ISO31000, 2018)

2.4.1 Communicate and consult

In the risk management process staff and other workforce are correlated with communication and consultation. The communication and consultation aim to identify the appropriate person responsible for assessments of risk (including identification, analysis and evaluation) and it should engage those who will be involved in the treatment, monitoring and review of risk. Communication plays a vital role in any project or business. One out of five projects are unsuccessful due to ineffective communication according to an article published in 2020projectmanagement.com website and also states that communication is the key to successful project management (20|20 Business Insight Ltd, 2020). In some ways running a business is like managing mini-projects within the business-like production, marketing, sales, operation and other critical components of

small business. Since the goal of the very first step, which is communication and consults is to promote communication in the entire risk management process. So communication and consultation play an integral part of the risk management process even though it is not directly risk related (Global Risk Alliance, 2005, p. 22).

Communication and consultation may occur within the company or between corporations and their stakeholders. It is unlikely that a single person in any company holds all the information required to identify the risk to a company. Hence it is crucial to identify the range of stakeholders who will support in making this information comprehensive. The business owner may choose to develop and apply a communication strategy or a plan as early as possible in the risk management process. While making a strategy he/she should classify internal and external stakeholders and communicate their roles and responsibilities, as well as address matters relating to risk management (Global Risk Alliance, 2005, p. 22).

Consultation is a two- way process which involves discussions, exchange of ideas, views and information sharing to the range of relevant groups. This process can provide the door to information that would not be obtainable otherwise. There will be many stakeholders inside the business where effective communication and consultation would already help to reduce a significant amount of risk at the same time communication and consultation may result in better business opportunities. Below figure 5 shows the example of the simple classification of stakeholders in small business. The cased study business in this research is a small Asian restaurant figure 5 can be very useful for understanding stakeholders in a small restaurant too.

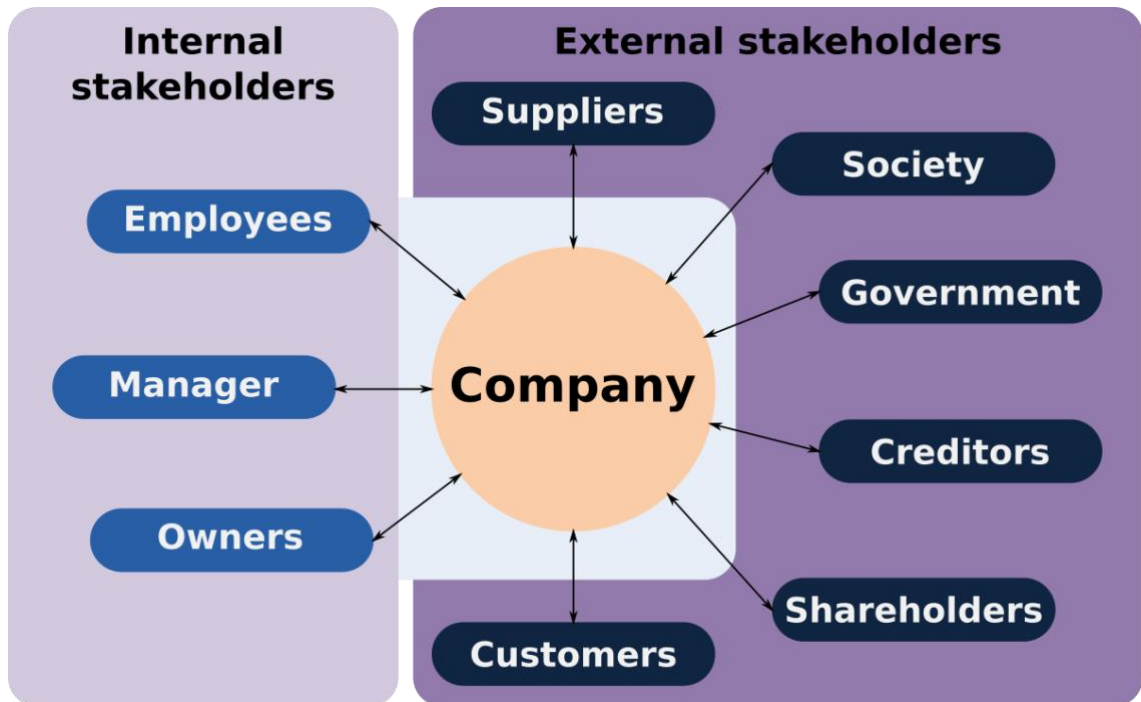


Figure 5. Example of stakeholders in small business (Wikipedia, 2020)

2.4.2 Establish the Context

Determining the context means to speculating the situation both internally and externally and setting the goals, boundaries and standards for the risk management. The internal context means the purpose, values and inner culture of the business. Every business has its way of doing business, and they have their own vision, rules, standards and culture. To make the risk decisions according to the objectives and desires of the firm, the internal context needs to be observed. An excellent example for restaurant owner while establishing internal context would be asking themselves the various question relating to the internal environment of the business. For example, the business owner can ask himself what capabilities as well as lacking do his business have in terms of people, system, process, equipment and other resources?

External context is the overall business environment where the business runs. This includes and understanding the customer, clients, and other stakeholder perception of the business. The business can evaluate its state in an external context with the help of, for example, a PESTEL or SWOT analysis. Analysis can help to identify strength, weakness, opportunity and threats to the business in the external environment.

Risk Management Guide from Global Risk Alliance states that the establishment of context is essential for risk management. It can be placing the limits and goals for the operations and tasks to ensure various extensive risks are identified. Allocation of duties, suitable timeframe for the activities, setting rules and obligations are some of the examples of establishing the context in risk management. The final part of the context establishment is making risk criteria. Risk criteria form the intolerable and tolerable levels of risks and the objectives of each condition (Global Risk Alliance, 2005, pp. 24-26).

Below figure 6 shows the example of risk criteria in small business which can be very applicable to the restaurant while creating risk criteria.

Risk criterion	Objective
Safety	Safety must be upheld at all times. No injuries or fatalities will be accepted
Financial impact	Project costs should remain within allocated budget
Media exposure	The project must ensure that the reputation of the business is protected from negative media exposure
Timing	The project must be completed within the contractual timeframe
Staff management	The project must utilise existing staff skills. Where a particular skill set is not available, sub-contracting may be considered
Environment	The project must operate within requirements of environmental legislation and be consistent with the business's environmental commitment

Figure 6. Example of risk criteria for a project in small business (Global Risk Alliance, 2005, p. 26)

2.4.3 Risk Assessments

Risk management is an efficient method of classifying, investigating and assessing potential risk. It helps to reduce known risk and carries to an acceptable level for the organisation (CCOHS (Canadian Centre for Occupational Health and Safety), 2017). Including the risk assessment process in an administrative system of an organisation is an example of good risk management. Risk assessment helps to recognise risk and evaluate whether the existing resources are enough to tackle those risk. Generally, before starting a new business or prior to innovation and changes are done in organisation risk assessment is implemented. Manager or Business Owner in a small business tends to apply risk assessment when a particular risk is recognised before it affects business. In Global risk alliance's risk management process (see figure 3) shows that risk assessment within the risk management process involves identifying the risk, analysing the risk and evaluating the risk.

2.4.3.1 Risk Identification

There are various essential steps to be followed in Risk Management. One of the crucial steps in risk management is the identification of the risk and its categorisation. The purpose of risk identification is to understand what possible affect risk will have in any given organisation, whether negatively or positively. The pattern of Risk is such that it attacks and destroys its consequences. So, risk identification is the process of acknowledging consequences before the risk occurs and have an effect. Both external and internal risks can be given a different distinctiveness by examining the nature of risk. Three questions can be beneficial in understanding risk in a simpler way. They are as follow:

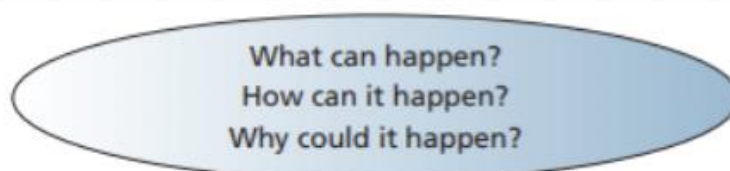


Figure 7. Identification of Risk (Global Risk Alliance, 2005, p. 28)

Moreover, Risk can be identified through two main ways according to Global Risk Alliance.

- Retrospectively
- Prospectively

To identify risk either retrospectively or prospectively. We first need to understand retrospective risk and prospective risk. Those risks which have been already occurred like incidents or accidents are a retrospective risk. Usually, the business would have already encountered this type of risk; therefore, it is easier for companies to identify them and manage them. This method is a widespread way to identify risk. However, prospective risks are those categories of risk which are first of all very hard to identify, which has not been occurred yet but might occur in the future. Some of the ways to identifying this type of risk are brainstorming, researching; the economic, legislative, political and operative environment, conducting interviews with necessary people and organization, surveys with clients and staffs, reviewing, Etc. (Global Risk Alliance, 2005, pp. 28-29).

A beneficial technique in the identification of risks can be a SWOT analysis and PESTLE analysis. SWOT which stands for strengths, weakness, opportunities and threats. It is excellent in noticing positive (strengths and opportunities), and negative (weaknesses and threats) risks. It is a widespread qualitative brainstorming technique for risk assessment (Hopkin, 2014, p. 145). PESTLE also is known as PESTEL stands for political, economic, social, technological, legal and environmental. PESTLE analysis can also be used as risk categorisation system, and It can be advantageous with a specific focus on hazard risks (Hopkin, 2014, pp. 158-159). For determining sources of risk within the internal and external context of organisation SWOT and PESTLE analysis can be very useful. The beneficial aspects of this analysis method are that they can be easily framed and understood, enabling risk management discussion more straightforward and effective between groups (UNICEF, 2015).

Moreover, after identification, risk can be categorised in some more subcategories like Human resource risk, Legal risk, Product risk, reputational risk, operational risk and so on. However, we have already discussed some of the risks like financial risk, market risk and operational risk and strategic risk already in previous section 2.2 and its sub-sections. Risk management in an enterprise is a huge phenomenon. Enterprise risk management covers the whole company, but a company faces risks on multiple dimensions within the business. Below figure 8 extracted from book COSO enterprise risk management: understanding the new integrated ERM framework shows the various risks categories with the different types of risk. However, this thesis is intended for risk management in the restaurant business. The author does not find the need to describe every kind risk out there. The author has addressed some of those risks which are more relevant to the restaurant business.

Strategic Risks		
External factor risks Industry risk Economy risk Competitor risk Legal and regulatory change risk Customer needs and water risk	Internal factor risks Reputational risk Strategic focus risk Parent company support risk Patent trademark protection risk	
Operational Risks		
Process risks Supply chain risk Customer satisfaction risk Cycle-time risk Process execution risk	Compliance risks Environmental risk Regulatory risk Policy and procedures risk Litigation risk	People risks Commodity price risk Duration risk Measurement risk
Finance Risks		
Treasury risks Interest rate risk Foreign exchange risk Capital availability	Credit risks Capacity risk Collateral risk Concentration risk Default risk Settlement risk	Trading risks Commodity price risk Duration risk Measurement risk
Information Risks		
Financial risks Accounting standards risk Budgeting risk Financial reporting risk Taxation risk Regulatory response risk	Operational risks Pricing risk Performance measurement risk Employee safety risk	Technological risks Information access risk Business continuity risk Availability risk Infrastructure risk

Figure 8. Levels of risk Management (Moeller, 2007, p. 25)

Human resource risk:

These risks are associated with the crucial asset of any organization, which is employees of the organization. They are the foundation of an organization. In the restaurant, the workers play a vital role to bring business success, whether it is a waiter, chef, cashier or manager. At the same time, they also carry various risks to the organization, for instance; amateur chef or inexperience workers, over- hiring of the worker, firing and management of the worker, Etc. Any operation related to human resource can be a potential risk to the business (Beaver & Parker, 1995, pp. 5-9).

Legal risk:

These are the types of risk which are directly or indirectly related to law. The government in different countries have different law for the business regarding the operation and management of the business. Legal risks are occurred mainly by not following or not being updated with the legal system enforced by the government. Some the scenarios examples where the business might face legal risk are not following safety standards, uninsured property, unpaid taxes, violation of employee rights, inappropriate operation Etc (Beaver & Parker, 1995, pp. 5-9).

Product risk:

In the context of a restaurant, product risk is any risk related to ingredient or material which are used to obtain a final product for the customer, or any product used for customer experience. Examples can be; condiments used in food or raw materials for making food, utensils, expired products, not having enough essential sanitary products like tissues, soaps, water, broken glass, insects on food, chemicals, Etc. (Beaver & Parker, 1995, pp. 5-9)

Reputational risk:

Risk caused by unfavourable public perception of the organization regarding its service, products or reputation. In case of Restaurant Business, some of the examples of scenarios which can create reputational risk are bad food or unhygienic food in a restaurant, bad service by the staff, poor management, dirty restaurant, poor customer

service, lousy rating in various platforms. Reputational risk can create various threats which will directly impact the profitability and sustainability of the business.

2.4.3.2 Risk analysis

We already discussed various types of risk and magnitude of the risks. Since risks are inevitable, uncertain and come in many shapes and sizes, it is very challenging to manage many risks at once. By doing risk analysis, it is easier to know which risk more noteworthy consequences and which risk has are more likely to happen. Performing risk analysis business owner or manager will have sufficient time to gather the required resources to confront risk and also helps level the identified risk.

Global Risk Alliance, Risk Management guide presents the simple equation of risk helps to establish the level of risk (Global Risk Alliance, 2005, p. 30).

Risk = Consequences x likelihood

This simple equation assists in figuring out the level of risk. Simply the magnitude of risk and its likelihood of occurrences determine the level of risk. By understanding the magnitude of risk and likelihood of occurrences businesses can know which risk need depth research and which should be handled with importance and which risk we can be accepted as an opportunity.

The business needs to evaluate what could be the possible consequence and likelihood of each risk, and then determine how dangerous or lucrative it could be for the business. For evaluating the risk, risk matrix chart or table can help to identify the severity of the risk. A simple example of a risk matrix chart for identifying the severity of risk is shown below in figure 9.

		Consequence				
		Negligible 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	5 Almost certain	Moderate 5	High 10	Extreme 15	Extreme 20	Extreme 25
	4 Likely	Moderate 4	High 8	High 12	Extreme 16	Extreme 20
	3 Possible	Low 3	Moderate 6	High 9	High 12	Extreme 15
	2 Unlikely	Low 2	Moderate 4	Moderate 6	High 8	High 10
	1 Rare	Low 1	Low 2	Low 3	Moderate 4	Moderate 5

Figure 9. The standard risk matrix for determining the level of risk (Kaya, 2018)

2.4.3.3 Risk evaluation

After thoroughly doing risk analysis comes the step of risk evaluation. The procedure of assessing the risk level of one risk to the other risk is risk evaluation. This is the final phase within the risk assessment phase. During this phase, the level of risk is compared with risk criteria, and possible risk is established to check whether these risks are accepted, or they need further actions. In the evaluation of risk business owner or managers can assess whether to take a risk or to neglect it. For evaluating the risk, risk matrix can be a handy tool for analysing risk (see figure 9). The simple rule of thumb is that business should incline to take the risk if the price of controlling it is less than the consequences. Generally, low and tolerable risks are accepted, that means the organization decides to 'accept' that the risk exists. Accepting means the business decides to 'accept' that the risk exists. The business may decide to do so because the risk is at a low level and the cost of treating the risk will outweigh the benefit, or on the

other hand, there is no practical treatment that can be applied for the risk. This kind of process will help to acknowledge which risk is to be accepted and treated (Global Risk Alliance, 2005, p. 33).

2.4.4 Treat the Risk

Treating the risk is about considering options for treating risk that is not considered acceptable or tolerable after risk evaluation (Global Risk Alliance, 2005, p. 34). (ISO31000, 2018) states that the purpose of risk treatment is to select and implement options for addressing the risk. It also states that selecting the appropriate risk treatment options requires balancing the potential benefits derived to the accomplishments of the objectives against costs, effort or disadvantages of implementation. (ISO31000, 2018)'s risk treatment options may involve one or more following options:

- avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk
- taking or increasing the risk in order to pursue an opportunity
- removing the risk source
- changing the likelihood
- managing the consequences
- sharing the risk (example through contracts, buying insurance)
- retaining the risk by informed decision.

However, all these given options are not mutually exclusive, and one or more can be applied to any given risk (ISO31000, 2018).

2.4.5 Monitor and Review

The last but and crucial and integral step in the risk management process is monitoring and reviewing. A responsible manager or business owner must frequently monitor risk and review the effectiveness of the treatment plan, strategies and management system which are set up to manage risk effectively. Since circumstances are continually changing, and to ensure these changing circumstances do not alter the risk priorities, risk needs to be monitored regularly (Global Risk Alliance, 2005, p. 39). Similarly, ISO 2018 risk management guideline also states that importance of monitoring and reporting. It argues that the monitoring and reporting aim to communicate the risk management activities and outcomes across the organisation, provide information for decision-making. Also, the purpose of monitoring and reporting is to improve risk management activities and assist interaction with stakeholders, including those with responsibility and accountability for risk management activities (ISO31000, 2018).

3 COVID-19 Crisis & Restaurant Business

3.1 COVID-19

World Health Organization declared the Covid-19 as Pandemic on 11 March as Pandemic (WHO, 2020). However, what really is Covid-19 and which has shaken the whole world? Covid-19 know as coronavirus disease is a highly contagious disease caused by a newly discovered coronavirus. This virus is a new kind of virus within a large family of coronaviruses. COVID-19 is not the first coronavirus we human being encounter, there are hundreds of coronaviruses, and they circulate among animals like pigs, camels, bats and cats. Human beings are exposed to these kind viruses first through different host from other wild or domestic animals where viruses jump to humans and can cause diseases. From seven known coronaviruses that sicken people, four types of coronavirus cause only mild to moderate disease. Remaining three viruses, namely SARS coronavirus (SARS-CoV), MERS(MERS-COV) and the third and latest coronavirus COVID-19, also called SARS-CoV-2, can cause more serious, even fatal,

disease. These lethal viruses emerged in November 2002, September 2012 and third current one COVID-19 emerged in 2019. COVID-19 emerged from Wuhan city of China in December 2019. As of October 2020, it has spread all over the world, causing economic, social, health and various other crisis all over the world (NIH(National Institute of Health), 2020).

COVID-19 virus spreads mainly through droplets of saliva or discharge from the nose when someone infected person cough or sneezes (World Health Organization, 2020). It can be transmitted from via contact when close to others, for example, someone coughs who is infected by virus and then touches another person (Finnish Institute of Health and Welfare, 2020). Various studies have suggested coronavirus can be transmitted through air, i.e. in the form of small aerosols which are tiny droplets that can be in the air for a while. Similarly, the virus can be spread from surfaces where surface have been contaminated with respiratory tract secretions from an infected person (Finnish Institute of Health and Welfare, 2020).

The most common symptoms of COVID-19 are fever, dry cough. Ironically this coronavirus affects different people in different ways. So, some people can have less common symptoms like aches, pains, sore, diarrhoea, headaches, loss of taste or smell. Infected people from COVID-19 face severe symptoms like the difficulty of breathing or shortness breath, chest pain or pressure and loss of speech or movement. It advised seeking immediate medical attention if someone has severe symptoms because of its fatality. However, WHO recommend people with mild symptoms who are otherwise healthy advised to managed at their home. It takes 5-6 days on average for symptoms to show once someone is infected from the virus; however, sometimes it can take up to 14 days (World Health Organization, 2020). Virus ability to be transmitted from an asymptomatic carrier for 14 days makes this virus exceptional (EK's Exit Group, 2020). WHO situation report -51 states that people of all ages and anyone can be infected from COVID-19. However, older people and those with underlying medical conditions like people with severe heart disease, cancers, weak immune system, chronic kidney disease, type 2 diabetes and so on are higher risks of getting severe COVID-19 Disease (WHO, 2020).

The best possible way of prevention from coronavirus are washing hands regularly with soap and water and also using an alcohol-based hand sanitiser crowded places,

unnecessary travel and whenever in public situation maintaining at least 1-meter distance or at least practising physical distancing as much as possible. Another better way of preventing coronavirus is by staying home if you are feeling sick. Renounce all kind of things like smoking and activities that weaken the lungs. It is crucial to cover mouth and nose when sneezing or coughing and avoiding touching own's face and (World Health Organization, 2020). Now, most of the institutions and governments recommend wearing a mask. Finnish Institute for Health and Welfare recommends wearing face masks to protect others and themselves in all kind of situation especially in public places like, airport, hospitals, public transport, returning and situations where maintaining safe distance is not possible. Since it has become clear that the risk of infection is high in crowd places wearing a mask can be highly beneficial along with good hand hygiene when it is impossible to make safety distance (THL, 2020).

3.2 COVID-19 and its effect

We are living in an unprecedented and volatile time because of the coronavirus. There is no clue at all what is tomorrow going to look like let alone it is impossible to predict what's shorts of changes will occur in the next three months, six months or a year.

As of 14 October, there have been 38,002,699 confirmed cases of Covid-19, including 1,083,234 deaths, reported to WHO worldwide (WHO, 2020). World Health Organization declared the Covid-19 as Pandemic on 11 March as Pandemic (WHO, 2020). Increasing social distancing, lockdowns, government restriction on businesses, the shutdown of; schools and colleges, public places, sports, travel ban, quarantine has been the regular norms throughout the world. COVID- 19 has brought economic activities to the near-standstill situation because countries have been imposing tight restrictions on movement to combat viruses. As the virus spread in alarming speed, infecting millions of people causing hundreds of thousands of deaths worldwide governments throughout the world are obliged to take drastic and strict decisions (WHO, 2020)

According to the World Bank, Pandemic is expected to plunge most countries into recession in 2020, with per capita income contracting in the most considerable fraction of countries globally since 1870 (World Bank, 2020). However, the coronavirus shattering many businesses throughout the world. Food Service sector or Restaurant industry is one of industry crushed vigorously by the Pandemic (Jones, 2020). In the US alone, a survey conducted by the national restaurant associations, the restaurants, and the foodservice industry likely lost nearly 120 billion dollars in sales during the first three months of the pandemic (McCarthy, 2020).

In Finland, although the coronavirus situation is stable. As of 14 October, reported cases of the virus were 12,703 where the total tested samples were 1,248,800. The total number of deaths associated with diseases is 350 (Finnish Institute for Health and Welfare, 2020). On 24 March, the Finnish government announces the decision to close bars, cafes, and restaurants as a part to fight against the coronavirus. This restriction was started from 28 March, and restriction stayed in effect until 31 May 2020 (Helsinki Times, 2020). For more than two months small to big all kinds of restaurants, cafes, and bars, in general food and beverage industry shutdown. This had created an absurd amount of challenges, and many went bankrupt, may hang by the neck, some innovate, some change their service model (Yle News, 2020). Yle news reports that Finnish GDP is set to shrink by 8%. Hotel and Restaurants services sectors are set to shrink by 30% in 2020 (Yle News, 2020).

Again, recently on 29 September 2020, the Finnish government decided on temporary restrictions to the operations of food and beverage service business along with other kinds of restrictions regarding travel, meetings, gathering. Restrictions on food and beverage service business will be about opening hours, hygiene practices, business responsibility towards virus and people, number of customers to be served and so on. The restriction has been enforced from 1 October will remain in force until 31 October. However, Food and beverage service business will have a one-week transition period to adjust with new restrictions that means they will have to comply with the restrictions from 8 October (Finnish Government, 2020). The COVID-19 outbreak has led to extensive restrictions in many countries, such as school, shop and restaurant closures, fencing off public areas, limitations on gatherings and the closing of national borders. These measures have profound social and economic consequences. According to EK's Exist

group report, the cost of the crisis for the Finnish economy is approximately EUR 80–120 million per day (EK's Exit Group, 2020).

3.3 Restaurant Industry in Finland

Finland's hospitality sector is comprised of various services like hotels, restaurants, bars, theme parks and amusement parks, and many more. The Finnish hospitality industry accounts for 2.6% of Finland's GDP (MARA, 2020). It is a significant industry for the nation, employing more than 140,200 individuals, an increase of 46% since the mid-nineties (MARA, 2020). In most restaurants, a typical lunchtime is between 11.00 and 13.00. Dinners are served from 6 pm onwards. Many restaurants stop serving food about 45 minutes before they close, so it is worthwhile checking the serving times when booking a table. Concerts and theatre performances usually begin at 7 pm, and some in the audience will adjourn to restaurants at around 10 pm.

Restaurant menus and home cooking seldom include foodstuff that western visitors would not be familiar with. Ethnic restaurants like Asian restaurants popularly Nepali, Chinese, Vietnamese, Thai, Indian, Japanese also African and other continental restaurants continually increasing in number, have added to the increasing choices. Beer and wine are drunk with restaurant food in the evening, but at lunchtime these days, they feature very little, if at all (Alho, 2010).

Finnish Food authority coordinates the auditing of control of foodstuffs at the national level (Finnish Food Authority, 2020). Other Agencies like Valvira and Aluehallintovirasto, which are National supervisory authority for welfare and Health, The Finnish regional state administrative agencies respectively (Kuljus Consulting, 2020). The Finnish regional state administrative agencies issue the licenses to serve alcoholic beverages, licenses for extended serving hours, alcoholic beverages retail licenses. Valvira is a centralised national supervisory authority which works under the Ministry of Social Affairs and Health in Finland. It is charged with the supervision of social welfare, healthcare, alcohol, environmental health, tobacco (Valvira, 2020). Anyone who wants to open a restaurant business has to work closely with these three authorities as well as other various authorities in Finland depending on the task.

3.4 Risks for restaurant business during Covid-19 crisis.

We have already discussed the many categories of risk a business can face in the previous section on literature review. In the previous section, especially on the literature review, we went in much depth regarding most common risks every small business that can be restaurant or café, kiosk or any small business encounter. To name some were an operational risk, financial risk, strategic risk, especially for a restaurant. There are a reputational risk, human resource risk, product risk are other risks that are associated with restaurants. In the previous section, we divided risk into three categories, namely uncertainty-based risk, opportunity-based risk and hazard-based risk. There are lots of pre-existed most common risk while running restaurant business like Slips and falls, food and safety, fire or any hazard-based risks, theft or damage from vandalism. Other uncertainty based, opportunity-based and hazard-based risk will be faced by the restaurant business always in COVID times, too (GSK, 2018).

Furthermore, Covid-19 have created a whole new world of trouble and a wide range of risk for the restaurant business. Since Food and Beverage industry is one of the hardest hit business sectors by coronavirus not only they have to comply with all the restriction and regulation government imposes but also they have to more vigilant regarding employee and customer safety more than ever before (Jones, 2020). After studying through various literature and electronic resources on the process of writing this research, authors got the excellent opportunity to learn about lots of things regarding risks, risk and risk management. At this stage of thesis and in authors own view one of the significant risks' restaurants will be facing is a financial risk because of restriction and Covid-19 itself customer turnout will be low affecting sales big time causing financial problems. Restaurants have to pay the rents and other maintenance costs despite the crisis. Other risks can be competition risk and operational risk.

The operational risk we discussed already everything related to the operation of the business. Competition in the restaurant section is always high, but because of COVID-19, the numbers of customers are evenly divided. So, if the business does not have visibility or does not stand out itself from its competitor, it will face heavy competition. However, this is the author's opinion, and opinion cannot always be the fact. So, in the upcoming section, a practical case study will be done on restaurant X, which is a small Asian restaurant on the medium-sized town in Uusimaa region, Finland. The case study

aims to figure out pre-existing risk and new risks from Covid-19 for restaurant, what is risk management plan restaurant have if any and what risk management process they use? Furthermore, what could be the risk management plan for restaurant X during the pandemic as well as for the future?

4 Research Methodology

4.1 Qualitative research method

In this research, qualitative research methods are used. It is one of the most common research methods. It is a holistic information-gathering approach; it takes information from a person as a whole and further interprets his/her information. Contrary to qualitative methods, quantitative method means measuring and using numerical data. Qualitative method refers to collect and utilise non-numerical data, whereas qualitative methods are beneficial to gain insights into unstructured problems. (Saunders et al., 2009, p. 151).

The nature of the research is to collect diverse data, and the research topic of risk management in restaurant businesses is not structured as a hypothesis. In order to understand the effect of the company's risk management plan or process towards the pre-existing risk for restaurants and new risks arising from Covid-19 as well as the company management's viewpoint on applying the risk management strategies, the researcher believes the qualitative method is more effective.

The qualitative approach is a natural way of collecting data in a real situation, for which the researcher is the most crucial person in these research methods. The researcher is the one who will be collecting data, interpreting it and analysing them to reach the object of the research. In a qualitative research method, research can be kept flexible. We can change the research plan anytime during our report. It encourages the researcher to have more in-depth knowledge on the topic. Moreover, its data collection is usually reliable and straightforward than that of the survey (Saunders et al., 2009).

4.2 Data collection method – Interview & Observation

Research needs the fact that can provide real insight. Those facts are assembled through the data collection method. There are several methods of collecting data in research, such as survey, interview, census, administrative data, tracer studies, questionnaires, case study and observation. All these methods underlie in two groups qualitative and quantitative research methods. As the researcher is doing a qualitative research method, he will be using the interview as the researcher's data collection method and real-time observation in the case study restaurant. The interview is the most widely used method for data collection. Through interview required fact and data are collected and are encrypted and developed later via qualitative research. The interview is a conversation between the researcher and the subject (about which research is done) developing the theme and research questions. It can be done face to face or electronically, where we can see each other. As seeing each other's helps us to study the emotion, body language and hesitation to give specific answers to our questions.

There are usually three types of interview, unstructured, semi-structured and structured. The researcher will be following a structured interview. The unstructured interview provides useful information by exploring the new theme during the interview, but it is time-consuming and can generate irrelevant data. Semi-structured data are usually fruitful for inexperience interviewee, but it is also time-consuming and research-intensive. The structured interview can be conducted quickly and also has a small risk of being bias. It can produce useful data with less level of interview skills (O'Groman & Macintosh, 2015, p. 119).

4.3 Reliability and validity

Writings from the concrete source prove the reliability of a report. Course material, books, webpages, article, interview and real-time observation are used to write down this research. The literature review is written with the proper study of all available sources and books related to the topic written. The information about the case company is directly collected from the owner of the restaurant and employee. Each detail is observed and is written with the right words. Every question in the interview is related to the goal and

objectives of the thesis. The owner of the restaurant is al excited and encouraged with this research and wants to give every available information to bring the research in effect. This helps to collect genuine findings for the research also helps to give a concrete solution to the problems. The overlapping answers were found from the employee and owner to the same question. This helps to prove the reliability of sources for this report.

4.4 Limitations

There are many shortcoming and limitations of this research. The timescale of the research was relatively short around two months. Coronavirus is an ongoing phenomenon there has not been many scientifically published claim and research. Scientist and government throughout the whole world are still trying to understand virus nature and are in a race for creating a vaccine for the virus. There are several variable and uncertainties regarding COVID-19, which can affect the research itself. Due to uncertainties as well as research's short timescale regards to the research area, the researcher might not be able to study further in the field. Risk management alone is a broader concept, and when you add risk management with Covid-19 crisis, the research area becomes even much broader. Hence the author chooses to limit the scope of the research by studying once the case company as the primary target group or industry by interviewing and observing. Then at the same time, he interviews another utterly different industry business which is a grocery store for comparison or risk management. Moreover, he will outline and compare the risk management plan and process through his own risk management experience while working on Burger King Restaurant in Helsinki Airport where he worked as a Shift Manager for almost two years.

As we already discussed, coronavirus is an ongoing phenomenon, and there has not been enough research done regarding the overall impact of it on the economy, let alone the restaurant industry. So, for this thesis, there might be a lack of enough data as well as strong evidence to back up some of the results or outcome thesis might produce. Every business is unique because of various factors like location, service, product, management. So, each business faces different categories of risk, and they might have different strategies for dealing with potential risk. Since it is a case study base thesis, one restaurant's risk management process and plan might not give an overall accurate

picture of the risk management in the restaurant industry as a whole. Research might give an accurate picture of risk management and risk management strategy for Restaurant X. Because we can analyse the operations aspects X narrowly and would be easier to examine overall business performance based on their overall business strategy. At the same time, some of the restaurants might be doing pretty good after/during pandemic because of their better business strategy. So, they might have completely different risk management process and strategy.

5 Case Study

In this section, the author will be introducing the cased study, which is restaurant X. This case study is based on the authors own observation in the restaurant while it was running so that he could see the customer flow, interaction, overall restaurant operation. Importantly it is also mainly based on an interview done with the restaurant owner and generous length of discussion with the owner and employee. The author will be doing SWOT analysis because of determining sources of risk within the internal and external context of organisation SWOT analysis can be very useful. As already mentioned in the previous literature review section of 2.4.3.1 Risk identification, beneficial aspects of SWOT analysis method is it can be easily framed and understood, enabling risk management discussion more straightforward and effective between groups (UNICEF, 2015).

In order to get an accurate result, solidify his research and compare the risk management in separate business, he has interview utterly different business which is newly established Asian grocery store regarding risk management. Authors himself had worked in the restaurant business as a shift manager in Helsinki International Airport at Burger King Restaurant, which is a world-famous big fast-food restaurant chain. He will be sharing his own experience regarding risk and risk management process in the giant fast-food chain like burger king in this case study section.

In short, the outline for this case study section will be the first introduction to the case company restaurant 'X', Risk management in Restaurant 'X', Risk management

comparison with grocery 'Y', and Risk management in Burger King Airport with authors own experience working as a shift manager. Finally, the author will end the Case study section with SWOT analysis for Restaurant 'X' along with recommendations on Risk Management. The case study would be based on a primary interview, observations and authors own experience where recommendation and analysis would be based on literature review, website, articles and official guidelines from renowned agencies like CDC.

5.1 Restaurant X

Restaurant X is a newly established restaurant in June 2019 in the medium-size town of Uusimaa region, Southern Finland. For the sake of being anonymous and to avoid any possible conflict author decided not to disclose any identity of the business and people rated to this business. The owner really likes the idea that the author is going to treat business anonymously at the same time he was very supportive with everything throughout the whole process. The owner also acknowledges that the case study and the thesis would be beneficial for his business in many ways. Such as; understanding risk management in small business, finding the potential risk business have at the same time evaluating the opportunity within the business and overall position of business regarding risks.

The restaurant has a single owner and owner himself is the head chef of the restaurant. Restaurant X has two full-time workers and two part-time workers, and with the owner, himself comprise the workforce of 5 people in total. The restaurant provides south Asian nature of food, and it was the capacity of 45 to 50 seats for dining inside. The owner of this restaurant bought this restaurant X from the old owners who were also providing a similar style of food. However, they have multiple shareholders previously, and business was not running successfully as previous owners expected. Business is making an average sale of 25,000 to 30000 euro per month, but it can also vary sometimes sales can be less whereas sometimes it can go above 30,000 euro too. The business has its online presence at both social media and other platforms like Google. However, they are not very active in social media, primarily on Instagram. However, they use Facebook

mainly as a platform for a notice regarding restaurant opening or any possible event and situation.

The restaurant has partnered with two of the biggest delivery service provider Wolt and Foodora for food delivery. Wolt and Foodora expanded their delivery service to that region around six months ago. Previously for the food delivery, they are relying on pizza service online where customers order food from pizza service online, and the restaurant itself used to deliver food to the customers. The restaurant still used pizza service online actively because that was the first platform where restaurant met all lot of its loyal customer and still, they get all lot order form pizza online. The restaurant was able to provide delivery service in large radius area more than 10 km, and this has enabled their business to access more customers and better exposure for the business. However, the service comes its price. Restaurant owner mentions that although these delivery service help to expand and increase the sales, they have to pay a hefty commission fee for their service. The commission fee might go from 20% to 40% depending on the delivery destination. This is the commission on total sales value, so with a hefty commission fee, it will decrease the profit margin for the restaurant heavily.

Nevertheless, sales are better than no sales, so, the owner accepts the circumstances. Firstly, he is more than happy to provide his food to more comprehensive customers and even though the profit margin will be less with the help of this delivery service provider. He is willing to accept this fact and focused more on quality and sales.

As per business owner saying business is doing far better than in the beginning when they bought. The business has managed to pay most the debt principal debt was like business acquisition debt from the previous owner, renovation and restaurant's operation high-cost instruments and products. However, the restaurant is not debt-free as of October 2020. According to the owner, it still has 50 to 60 thousand euros in debt. However, half of the liability is from the car bought for the restaurant which is used for delivery and transportation purpose for restaurant and rest of debt are miscellaneous.

5.2 Risks for restaurant 'X.'

The most significant risk the restaurant possesses is from COVID-19. Most of the risk is tied to COVID-19. The owner says that the biggest challenge is with COVID-19 and uncertainties from it. The owner is fearful of the second wave, and complete shutdown of business from the government like it happened from 28 March to end of May 2020 previously when the government decided to close bars, cafes and restaurants to fight against coronavirus (Helsinki Times, 2020). The government has already put another restriction starting from 1 October to the end of October regarding opening hours, in some cases the number of customers allowed to serve (Finnish Government, 2020).

However, the owner says that the new restriction does not seem to hamper them because their restaurant closes already before 10 pm. The restaurant's delivery is increasing because of COVID-19 also. If the coronavirus situation worsens and the government takes drastic measures like a complete lockdown, the full shutdown of the food and beverage industry. In that case, the business would face a considerable risk of financial loss, staff employment and loss of their inventory because a substantial number of products can expire, which happened previously also as mentioned by the owner. If business is shut down for a long time, they have to lay off already a small number of workforces, which will affect the employee's livelihood.

Risk of transmission of COVID-19 is by far the highest risk the restaurant has more than financial risk, staff employment and inventory risk. As already mentioned, COVID-19 can be lethal where it can take lives and, in some cases, the infected person might not have any symptoms but can transmit the disease to another vulnerable person. In the case of transmission of the virus, if one employee gets tested positive, the whole restaurant has to go on quarantine for a specific period. Any exposure of the virus to the restaurant's staff and the owner will create financial risk, reputation risk, and customers might be obliged to go to their competitor, creating competition risk, and risk of customer loss.

5.3 Risk management plan and process from Restaurant 'X.'

The author found that the case study business does not have any proper or certified risk management plan or process. When the researcher asked about whether they have

any risk management strategy or whether they have applied any risk management strategy? Simply his answers were the frank and understandable answer. He said he does not have to think that way and also, he does not have time to contemplate the risk and likelihood or potential risk of occurring. He said his most of the time is already consumed on restaurant operation, management, communication with customers and employee. Some days are like that even he does not have time to eat his lunch or breakfast due to various reasons like workload, massive customer flow or order, less staff presence Etc.

Even though business does not have any practical risk management plan and process, but they are aware of possible risk, and their business can have and what can be the magnitude of various risk. For example, when the researcher asked about how serious your business regarding risk from Covid-19? He said we are very serious regarding Covid-19 because by far, it is the most significant risk we have for our business as well as the livelihood of mine and my employee. In order to fight against coronavirus, the restaurant has kept overall sanitation of restaurant highest priority. They have equipped the restaurant with necessary disinfected hand lotion customers and employee as well as a necessary chemical for all other cleaning purposes. After the government lift the restriction on the opening of restaurants, for a relatively long time, they only rely on delivery service and take out only. They did not serve food inside for almost two months until the situation got normal. For combating with possible new wave, the owner is planning to limit the number of customer dining inside as well as marking the tables and chair for dining to make sure proper safety distance is maintained between customers while dining.

The main risk, according to the owner, was all kind of risk related to COVID-19. Some the example of risk is Financial risk, inventory risk where goods can expire, staff employment. Competition risk is another risk intensified by COVID-19 since now most of the restaurant is providing service through online service. There is a greater need to make our business stand out and increase its visibility. When asked about what you have done to increase your visibility? What is your presence in social media? He replied that the significant step he took to increase his visibility is paid promotion examples like Google AdSense and SEO (Search engine optimisation). Google AdSense help on marketing their business in various social media platforms, and SEO helps to appear

their business in the top or closer in the browser when someone searches for that kind of restaurant in any browsing platform like google or google maps.

However, they were not using the free marketing platform or influencing platforms like Facebook, Instagram and their own restaurant website for the optimum use. When the researcher asked why you have not used Instagram and Facebook to its maximum, he replied because of lack of time and priority. However, authors view all these social media can be an excellent tool for any business for personal branding, which is available free. It can help the business with greater exposure and can help to more acquisition of customers at the same time can increase the company's value. Authors suggested to them that they have the tools of marketing in their pocket; it is easier than before. They can simply put one content every 2nd day of their unique dishes and way they make their food, their restaurant picture and customer interaction and customer dining experience with consent from the customer. Unfortunately, because of their small workforce and owner being singly responsible for overseeing and managing whole restaurant management, simply does not have enough time and motivation see all the variables of restaurant growth and success.

In conclusion, the case study business is like most of the small business where they are super busy managing day to day operation of the business. However, business acknowledges possible threats doing the best as they can do but without any proper risk management plan and process. When asked about any possible plan for identifying and overcoming any possible future risk? The owner replied he is not overthinking anything right now. His approach is just to wait and watch and worked accordingly with the situation in the future. For now, his main focused on providing high-quality food and service. In order to get more detail interaction between author and owner reader are advised to look into the appendix section of this thesis where readers can find the written script questionnaire author created and answers from the owner. As well in the same appendix section readers can find out the short questionnaire interview from the grocery store too regarding risk management.

5.4 Risk Management plan and process from the newly established grocery store 'Y.'

When interviewing the owner of this newly established medium-sized grocery store which is primarily focused on providing African and Asian related grocery products, some of the answers were similar to restaurant 'X' owner's interview where some were different. Ironically this grocery store had an opening celebration recently to treat anonymously author would not like to disclose more information regarding this business. When asked about why you have decided to open the grocery shop in the middle of pandemics? He replied in my view it is perfect timing and why not, I understand there is the risk related to COVID-19, but how long we are going to wait and what if it takes years to get back in average completely or maybe covid-19 going to be the new normal, so we do not have any certainties. Most importantly, people have to eat and more than ever because of all kind restriction and initiatives more people are in working from home, more are in self-isolation. Many people are at home, but they cannot visit restaurants, cafes and bars because of government restriction or simply fear of transmission of coronavirus. Here in Finland, especially in larger Helsinki metropolitan area, we have a significant number of people from Africa and Asia. Since people have to eat and they would like to eat and feel the taste of their own home and resonate their culture. This grocery store is trying to fulfil that by providing the goods of Africa and Asia. Also, the Finnish population and all other international population in Finland are fond of Asian and African foods and goods, and this grocery store is for them too to satisfy their needs.

Regarding risk and risk management owner replied that the most significant risk we have is from coronavirus itself. Which was similar to restaurant 'X', the author finds out the business 'Y' was more vigilant than business 'Y'. It is maybe because the flow of customers is higher in the grocery store than a restaurant. They have made mandatory use of face mask if necessary, face shield for the employee of the company. They have kept the cashier counter with shield glass for the protection of staff from any transmission of coronavirus from customers. They put marking on the floor regarding safety distance for customers while they are in the queue for payments of their goods. They have kept the importance of notice and guideline visible regarding safety from coronavirus.

However, they also do not have a specific risk management plan or process. They too understand the risks and consequences like restaurant 'X' they do not have a full functioning plan or process to mitigate risk. Nevertheless, they try to run their business

as best as and fighting against corona as best as they know and can. To sum up, the main risk was Corona Virus related where a business might face financial risk, inventory risk, operational risk Etc. At the same time owner also mentioned that they are having pretty good sales and getting more customer every day. He does not regret the risk of opening a grocery shop in the middle of pandemics. He also mentions, they just open our business there are lots of things still to do, and they are learning every day. He shows the interest in branding and marketing the business with the help of social media platforms. For more detail, the interview interaction reader is advised to see the appendix section of this research.

5.5 Author's own experience of risk management working in Burger King, Helsinki Airport as a shift manager.

Author's find out his own experience of risk management was vastly different from that of restaurant 'X' and grocery 'Y'. In contrast, when he was working in Burger King, which is one of the biggest fast-food chains in the world. While working on burger king, he has to follow lots of safety protocols and standard. There were standards for literally everything. For example, there were standards for making a Whooper which was one of the famous burgers and perhaps still is sold by burger king. It and other all kind of burgers have official procedure and standards regarding the amount of lettuce you have put, how you should spread the ketchup and mayonnaise and literally everything. All the section of the kitchen was divided accordingly for example storage of frozen food, snacks, main assembly area, frying section and each time has its designated place. Shift manager separates the responsibilities of every employee in advance, and overall responsibility of the entire operation in the given shift was in the hand of the shift manager. That used to be the author's responsibility while working as a shift manager. Not only he has to manage employees, but he also has to communicate with kitchen employee as well as cashier employees for smooth operation. At the same time, he has to make sure the safety and cleanliness inside the kitchen and outside the dining area.

Regarding risk and risk management, there was the daily routine task shift manager supposed to do before taking over the shift. That first routine task was going through 12 critical food safety walks thru checklist. 12 critical food safety checklist will ensure for example Hand washing/Hand sinks where manager ensure that everyone follows the proper technique of washing hands, there are good stocks of hand sanitary products like

sanitiser, soap, gloves and so on. This was just one of the critical checklists out of 12 safety checklist. In whole those 12 checklists are designed to ensure safety, smooth operation, better customer service, to avoid any possible danger like food poisoning, work-related hazards like a burn, spill and many more things.

In conclusion, there were system and standard for everything from making burger to serving burger. There were a unified standard and rule for all the burger king chains throughout the world. Maybe they are designated systems and procedures in place for providing service, and risk management no wonders these fast food companies are booming and growing every day.

Whereas small business does not have any specific standards or plan regarding the operation, sales, marketing let alone risk management. Often time their strategy to wait and watch and act accordingly. This strategy can be very detrimental for business where they will not be able to foresee risk in advance by the time; they realise it would have been already late. Risk management planning does not have to just for mitigating risk; it can be a great way to see opportunity risk where business can have significant advantages by evaluating and taking opportunity risk, which favours business success.

5.6 SWOT analysis for Restaurant 'X' along with recommendations on Risk Management.

The author has decided to do the swot analysis for determining the company's position. As motioned already in previous section swot analysis is very useful in analysing and determining sources of risk within the internal and external context of the organisation (Hopkin, 2014, p. 145). it can be easily framed and understood, enabling risk management discussion more straightforward and effective between groups (UNICEF, 2015).

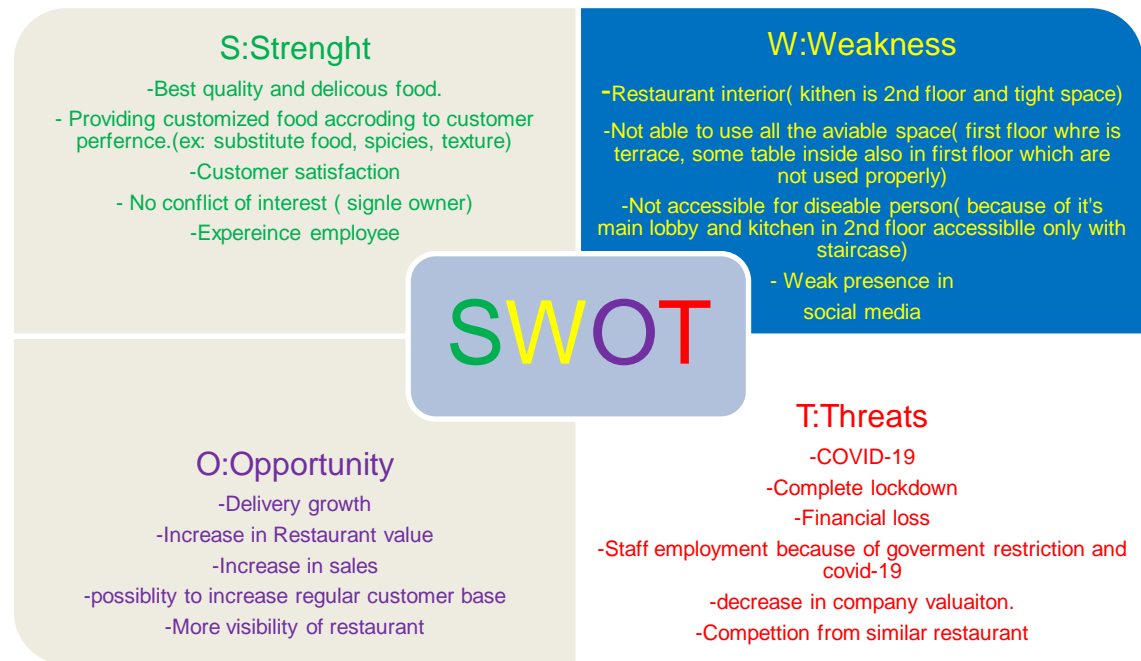


Figure 10. Author's modified figure of SWOT analysis for Restaurant 'X.'

Author's find out all the threats are risks that this business has and whereas some of the weakness like less social media presence can be changed into strength and can create massive opportunities also. If the business decided to work on its social media presence and it can also create more opportunities like increase in brand value and company valuation, better sales because of increasing customers, more visibility, more delivery Etc. This SWOT analysis that the author made for the company can help to see their overall business position and can be very useful for any decision they are going to make regarding their business growth and development.

Although the restaurant has a small team, it can be a blessing also in the sense of building a strong team and better communication between employee. Weekly meeting with all the employee, receiving and giving feedback weekly regarding operation and management from both side employer and employee could be highly productive and advantageous for the overall operation of the restaurant. Another thing author would like to advise to restaurant owner and employee is to have proper dressing attire because it can create a good impression to customers and makes the overall atmosphere of the restaurant great when staff are appropriately dressed, cleanly. It will also help restaurant representing as a single unity of the company.

Author find out the restaurant was doing pretty good despite coronavirus pandemic. Although the risk from coronavirus exists hugely, it was creating another opportunity which is delivery and takes way. Now their delivery order is increasing, and they are getting more customer, sales and bigger exposer. The author believes this is an excellent opportunity to create a deeper relationship with their customer. A simply a thank you note, discount, offers or anything that might create personal touch can create the better customer experience. When the pandemic will be over and let us home, life starts to be normal those customers whom the restaurant created excellent customer experience; they will definitely remember and possibly will be the regular customer group. Not only that when you the business value customer experience, the customer themselves going to do the marketing of the business by telling their friends, relatives and other people. An essential aspect of building substantial customer experience is that business would not have to face reputational risk and financial risk from low sales.

Since coronavirus is inevitable authors believe that restaurants should be more vigilant and adapt careful measures to fight against corona. Basic but effective ways to fight against coronavirus for the restaurant would be to follow CDC guidelines, CDC is known as Central for Disease Control and Prevention. It has produced various guidelines and consideration for business and employers, also mostly for restaurants and bars. Some of the highlights from CDC guidelines and consideration are as follows (CDC, 2020):

- The guiding principle to keep in mind from the CDC for Restaurant and Bars.

Lowest Risk: When food service is limited to delivery, take out and curbside pick-up.

More Risk: When above mention things in the lowest risk included with on-site dining limited to outdoor seating. Seating capability is reduced to allow the tables to be spaced 6 feet.

Even More Risk: When both scenarios of lowest risk and more risk are included as well as now on-site dining inside the restaurant is available.

Higher Risk: All the above scenarios of lowest risk, more risk and even more risk exist, and also seating capacity is not reduced as well as tables are not spaced at least 6 feet apart.

According to (CDC, 2020) there are numbers of actions that restaurant business operator can take to help lower risk of Covid-19 exposure and Spread:

1. Staying home when appropriate
2. Hand hygiene and respiratory etiquette.
3. Cloth face covering.
4. Ensure adequate supplies to support healthy hygiene.
5. Use of signs and measures in highly visible locations.
6. Cleaning and disinfecting frequently touched surfaces regularly.
7. Limit shared objects such sharing of food, tools, equipment, or supplies by staff members whenever in require by customers also like limit the use of cash payment instead advised to use a card or touchless payment is one of the examples of limiting shared objects.
8. Modified layouts and procedures, for example, table distance, number of customers allowed inside, encouraging take ways Etc.
9. Ensure that the Ventilation system is properly working. Ensure the outdoor circulation of air as much as possible, for example opening windows and doors of the restaurant.
10. Better communications systems between employees as well as customer and more and more awareness regarding COVID-19.

6 Discussion and Conclusion

This section is going to be very short and precise here author going to discuss the main findings of his research. Whether his main research questions are answered or not, if yes, how his question is answered from the research. Moreover, finish up with his view regarding his research.

6.1 Contemplation of fundamental research and research questions.

As already mentioned, research questions guide the researcher from beginning to end of his research. This research sets three main research questions, and it set the path for the entire research. In order to find out first research question which is 'What is risk, risk management and risk management process for small business? This research question took the researcher in the journey of literature review where he successfully outlines risk, types of risk, risk management, benefits of risk management or its importance for restaurants, cafes, and overall small business as a whole. In the same section of the literature review, he establishes the risk management process with the help of various literature and available sources from online platforms. So, our first research question was clearly answered from the literature review.

The second important research question was What are the effects of COVID-19 in the restaurant business? This question opens the door for the researcher to describe what is Covid-19, its overall impact, its effects on business, and finally its impact on the restaurant business. So, section 3. COVID-19 crisis & Restaurant business of this research answer the second research question. In short effects of COVID-19 for restaurant business are all lot because the restaurant business has been the top three hardest-hit businesses by a coronavirus (Jones, 2020). Financial loss, uncertainties, employment loss, health crisis, bankruptcy, operational risk, reputational risk, inventory risk, government restrictions on the restaurant, legal risk some of the example of effects of Covid-19 for restaurant business out of many other effects.

The final and crucial question of the research was what is the importance of risk management for restaurant 'X' during and after the crisis like COVID-19? This question enables the researcher to do an in-depth case study on his research. Section 5 of this

research helped to elucidate the research question in order to get the accurate picture researcher not only did the case study on restaurant 'X'. Nevertheless, he also gathered the data from interviewing utterly new business area, which was grocery store 'Y' and top of that he added his own work experience of risk management.

Regarding the third research, question author believes the importance of risk management is crucial for any business. Risk management is not only about mitigating risk; it is also about finding opportunities on risk, which can pay a big dividend in the long run for any business. Authors find out restaurant 'X' does not have any risk management plan or strategy. They have a small team, and their time is heavily consumed on the operation of the business and providing service to the business. Their approach is doing the best they can do, and regarding risk and crisis, just wait and watch and react according to the situation.

This method of approach can be hazardous for business. First of all, they will not be aware of any potential threats, and also, they will not be able to see where the business really stands? Secondly, without any risk management plan, they will have the opportunity to learn, adapt and grow their business. Good risk management plan enables the foresee the uncertainties-based risk, opportunity-based risk and hazard-based risk. By making risk management plan restaurant can mitigate, avoid or if the risk is not possible to avoid prepared for the uncertainties and hazard-based risk. Where risk management plan can help to evaluate and take an opportunity-based risk in favour of business growth and development.

In conclusion, despite restaurant business not having any risk management plan author find out having the risk management plan for restaurant 'X' would be highly advantageous for their overall business operation and success. Even though the restaurant is doing pretty good in term of sales and operation, but things might not always remain the same. If or when things started to get worse, having a proper risk management plan can play a vital role in avoiding business failure. Nobody predicted COVID-19, but yet the world is suffering the consequences of the pandemic. The risk management plan would help the restaurant 'X' or any other small business to be prepared better for any future crisis whatever it may be and whenever it may occur.

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Appendices

Appendix 1 – Interview questions for the owner of the restaurant 'X' with his remarks

Date:12.10.2020

Interviewer: Arjun Pandey

Interviewee: Restaurant Owner

1. Do you have a risk management strategy, or have you applied any risk management strategy? How?

Ans: To be honest, I have never thought like that. I don't have any exact risk management strategy for the restaurant. I am doing what I know the best and trying my best to avoid any damage that can happen to a restaurant. However, we make sure if you got any problems, we solve them as soon as possible.

2. What do you think your restaurant's top risks? And what is the likelihood of their occurrences?

Ans: I haven't anticipated any risks that much, but practically the most significant risk we have is from coronavirus; the threat of a complete shutdown. If business shut down for a long time, I am forced to let go of some of my employee, which will have effects on their livelihood.

3. Do you remember any past or present issues that you have faced while running your business?

Ans: Currently except the issue of the corona, we haven't faced any major problem. In the past, we got the warning from a hygiene inspector regarding some kitchen issue which we fixed immediately. A long time ago a couple of times we had the complaint of food being cold for that we took the measure by putting food in hit retention bag. Now, most of our delivery is done by Foodora and Wolt. They have excellent equipment in terms of delivery, and now we don't have that complain any more.

4. Does all your employee have necessary cards like hygiene & alcohol card?

Ans: Yes, all of our employees have all the necessary cards and documents to work in a restaurant.

5. How conscious is your business in terms of safety other than coronavirus, which I will come later?

Ans: Ummm. We are definitely conscious regarding safety because no business owner wants loss or damage. I would not say we have all the safety measures covers. However, what I can say is we have applied enough safety measures to keep our customer and employee safety. For example; we have installed fire extinguisher, CCTV camera, first aid kit, and we have 2 exit point in case of emergency.

6. What risks and problems your business is facing from coronavirus?

Ans: The primary risks would be the transmission of disease, loss customers, a financial problem if the government decide to completely shut down. And because of the corona, it's hard to anticipate customer flow sometimes it is higher than expected and sometimes its dead silent. Because of this our food wastage has been an increase. In the last lockdown most of our products like alcohol, condiments, other various food products got expired because of that we had a loss in our inventory. So, there is the risk of inventory too. Suppose someone from our employee got tested positive. In that case, we might have shut down the whole restaurant and quarantine for the number of days and also it might hamper the reputation of our company. Our

competitor might get the advantage of that situation in case if that happens. So, there are many risk and problems now when I think about it. But at the same time, I don't want to take too much headache. Let's see how it goes.

7. How are you managing risk related to COVID-19?

Ans: We are making sure we have enough supply like disinfect liquid, sanitizer and so on. We are cleaning as much as possible. We are advising our customers to maintain distance from other customers while dining. Previously the amount of customer number was managed but not now. Face mask we are not using at the moment, but we are making sure we are doing good hand hygiene.

8. How is customer satisfaction, as well as customer engagement?

Ans: In my view, we have high customer satisfaction so far because we have a good rating of 4.5 in Google, 9.2 out of 10 in our delivery service rating and 4.5 in pizza service. Customer engagement in social media is shallow, we use Facebook as a notification platform where we published our notice and other stuff. We have an Instagram account, but it's not that active.

9. Since online activities are increasing more than ever before, how well is your presence in the online platform, and What is your approach for marketing your business?

Ans: We did pay promotion that kind of helped to get more customer attraction. As I mentioned already, our presence in social media is relatively weak. I know it could be a very beneficial tool for marketing. Because of lack of time, I am not able to utilize all these social media and our own website properly.

10. What is your customer base, and do you have a regular customer group?

Ans: Our leading customer group are families, mature people, financially stable people or I would say established people. We don't get teenagers group here often because our food price might not be suitable for that age group. We have our regular customer who loves our food and give us a useful review. We are adding new regular customer and other customers are increasing too.

Appendix 2: Interview questions for the owner of the newly established grocery store 'Y' and his remarks.

Date: 13.10.2020

Interviewer: Arjun Pandey

Interviewee: Owner of the grocery store

1. Do you have a risk management strategy, or have you applied any risk management strategy? How?

Ans: Since we just open recently, I haven't thought through risk management strategy, but however when decided to invest the money on opening this grocery store, I think through possible risks like financial risk, legal issue, employment and so on. I am much for stable financially because this is not my first store, it's my second store, and I am confident in running a grocery store. When you do business, you going to have challenges anyway so, I am not that worried about all lot things at the moment.

2. Why did you decide to open a grocery store middle of the pandemic?

Ans: In my view, it's perfect timing and why not? I understand there are risks related to COVID-19. But how long we were going to wait and what if it takes years to completely get back in normal or maybe covid-19 going to be the new normal, so we don't have any certainties. Most importantly, people have to eat and more than ever because of all kind restriction and initiatives more people are in working from home, more are in self-isolation. Many people are at home, but they can't visit restaurants, cafes and bars because of government restriction or simply fear of transmission of coronavirus. Here in Finland, especially in larger Helsinki metropolitan area, we have a significant number of people from Africa and Asia. Since people have to eat and they would like to eat and feel the taste of their own home and resonate their culture. This grocery store is trying to fulfil that by providing the goods of Africa and Asia. Also, the Finnish population and all other international population in Finland are fond of Asian and African foods and goods, this grocery store is for them too to satisfy their needs.

3. What do you think what's the most significant risk you have for you and your business?

Ans: The most significant risk and the threat for the business, our staffs, for me, and my customer is COVID-19 without any doubt. There will always risk when running a manageable business. Some of the risks are inventory risk where some stuff expires very quickly, and some time that creates loss we usually don't expect. But this corona brings lots of problems to everyone, and we don't know whether someone has corona or not. So, it's a very problematic disease and creates lots of uncertainties.

4. How you are managing or planning risk related to COVID-19?

Ans: First of all, we are strictly following government guidelines. We are using every necessary precaution as much as possible. Some of the examples are the use of face mask and gloves by our employee, enough hand sanitizer in the entrance and various places inside the store, notice board with safety and useful instruction related to coronavirus. We are using a shield mask. Also, our counter is protected from glass shield, good hand hygiene practice, safety distance marking for customers when queuing etc.

5. How satisfied are you with your decision of opening this business, and what's your future expectations and plan?

Ans: To be honest, I am pleased and satisfied. Customers are increasing every day, and sales are going well. I feel like I made the very right decision so far, so good. You never know corona can be the biggest crush for someone and can be the biggest blessing for someone else. I have lots of plan and so many things to do probably I would not be able to tell you all. I would like to create a good website for our stores from where people can order, and I would like to provide home delivery service too. I have to work on that first you never know how long this corona going to last, and we have to be creative and innovative in this age you know what I mean? By doing so, I will have a better competitive advantage, I believe. I would also like to have a better social media presence too. We just getting started there are lots and lots of things to do. My expectations are very high with this store; let's see how things go. Let's hope for the best.