Restaurant Crisis Management Plan on example of COVID-19

Varvara Blokhina

Author(s) Varvara Blokhina	
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This thesis' objective is to make a handbook of crisis management plan for casual dining type of restaurant during infectious virus pandemic based on real experience from dining places in Helsinki, Finland, and current ongoing COVID-19 pandemic as well as consequences of it such as dropped revenue, customers and reputation loses.

This product-oriented thesis can be used by interviewed restaurants as well as other casual dining places in order to handle the quarantine period and period of recovery more successful.

The thesis examines the theories of successful implementation of crisis management as well as main points and trends in crisis management planning. The thesis' advantageous quality is that it is written in real-time during the pandemic and relies on the experience of restaurants and their management opinion during it and also on previous experience of respiratory infection crises and how it was handled in the restaurant industry.

The research was conducted to come up with a crisis management plan that has reliable action guidelines and also fits the modern world with new aspects such as the use of social media, increased importance of the company's reputation and significance of keeping the customer experience management on the superior level even during crisis.

The method chosen by the author in this thesis is a qualitative method, which includes two interviews of two casual dining restaurants. The experience of the second restaurant was taken, because the first place, where the author also worked, is located in Helsinki airport, consequently, some services such as delivery and pick-up are not available. For this reason author got a second interview where she asked about measures taken when providing these two mentioned above services.

This thesis' results part is a template of crisis management plan during respiratory virus pandemic with specific steps and ideas exists also in designed PDF format. Additionally, poster for employees, and SOP document can be found as well in designed PDF format in appendices to make it easier to use for restaurants.

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1 Introduction

This research takes place at the relatively new area that has emerged from the current on a date of May 2020 COVID-19 respiratory virus disease pandemic. The thesis is based on the research of the restaurant market in Helsinki, Finland during an outbreaking pandemic in order to create a Crisis Management Plan for a certain type of restaurant.

Although, the pandemic situations are not a new occurrence to the humanity, this level of severances that COVID-19 has not happened for 50 years, since "Hong Kong Flu" (1968 Pandemic H3N2 virus 2019). Consequently, there were not so many Restaurant Crisis Management Plans created exactly for this heavy and dangerous type of pandemic and by using all the recent researches and trends in crisis management, the outcome product can be more effective with dealing with such kind of crises in the 21st century.

This research is a special value for casual dining type of restaurants and all Food & Beverage professionals, who are struggling at the moment with handling the ongoing crisis and afterward recovery of the business. But this thesis initially was created specifically for casual dining places. According to Jones (2014) casual-dining restaurants have a relaxed, cosy atmosphere with plenty of tables and sit places. Table service is being offered and restaurant may also have a wine menu or bar service. The menu is priced higher, than fast-food restaurants.

Moreover, the research of a problem and product creation is made based on current real-time experience of few restaurants, which are at the very moment overcoming the happened crisis and are in need of thorough research and guidance with step by step actions and ideas with support of modern solutions.

1.1 Research problem

The solution of this problem appears to be in great request nowadays, especially in restaurant sector, just because it was under the worst hit as this business was forced to be closed in order to stop the spread of the virus. Consequently, Food & Beverage field losses income, customers and sometimes reputation, which are the main problems this thesis is aiming to solve.

1.2 Aim and limitation

The questions that this research answers are:
- What are the Crisis Management Plan and how to use it for restaurants and develop it according to new times?

- How to keep safety on a superior level?
- How to minimize losses?
- How to engage customers during quarantine?
- How to help business to recover after the crisis?

One of aiming points was to make a product during the crisis itself, based on real current time experience of restaurants and catch up all the recent information, researches and trends.

This research had its limitations, which were reasonable and justified. As interview from the first restaurant was taken mainly because of the author's personal working experience at that dining place. The choice of second restaurant was made for reason of good knowledge of concept of the place, friend relationships with staff member and for availability of missing in first interview information.

1.3 Methods used

This thesis is based on few theories that provide strong basis of understanding what Crisis Management is and how is it applied in restaurant during COVID-19 pandemic. The thesis is written within Crisis Management Systems, Crisis Management Team and Crisis Management Cycle and Phases theories.

The qualitative method is used in this product-oriented thesis, introducing the interview from two casual dining restaurants and covering the questions related to crisis management during COVID-19 Pandemic.

The Crisis Management theories give an outlook on the essential functions and considerations of how pandemic crises are to be managed in the restaurant from academical and reliable point of view.

1.4 Contents of following chapters

The following chapter contains the theory that reveals all the necessary information is there to know about pandemic crises as well as about crisis management in these situations. In the second chapter author researches the steps, which are needed to be taken when managing the crisis in restaurant business, what are the measured needed to be taken, how the pandemic crises affect Food & Beverage industry and what is recovery plan looking like in this field nowadays.

2 Crisis Management

In this chapter author starts with particular research on Crisis Management, what is the crisis itself, which types of it exist, which theories explain the steps of Crisis Management, its principles, systems of communication and duties distribution during crisis.

2.1 Definition and types of crisis

To introduce the topic of this thesis the author researched the definition of the word Crisis and its origins, aiming for understanding the historical background and improvement of outcome of the report.

The origin of the word" crisis" comes from Greek language – "krisis" – "decision" and "krinein"- "decide" (Oxford dictionary). The following is Merriam-Webster Online Dictionary definition of a crisis: "It is a crucial and unstable state of affairs with a possibility to bring about a decisive change". Also, the crisis can be defined as any situation, that is threatening or could be threatening to harm people or property, damage business and reputation (Bernstein & Bonafede 2011, chapter 1).

Thus, according to the two presented above definitions, crisis is happenings of events or occurrences, that bring possible undesirable outcome and that have unpleasant effects in future.

Further author researches the types of crises defined by different sources. The author studied three works and the, according to three different sources, defined the type of COVID-19 pandemic crisis.

Table 1. Types of crises (Bernstein & Bonafede 2011, chapter 1)

Type	Explanation	Example on Covid-19
Creeping Crisis	Heralded by a series of events that managers don't view yet as part of a certain happenings, these events being viewed as insignificant	Any physical disturbance, such as high ladder step or too sharp corner in restaurant, which can lead to accident fall
Slow-Burn Crises	There is some advance caution, but the situation has not yet caused any actual problems and damage	COVID-19 pandemic
Sudden Crises	The harm has already occurred and will get worse if it takes long to respond	Fire, serious on-site accidents

The next research was conducted by Alvintzi & Eder (2010, 8), who stated that there are two types of crises (Figure 1).
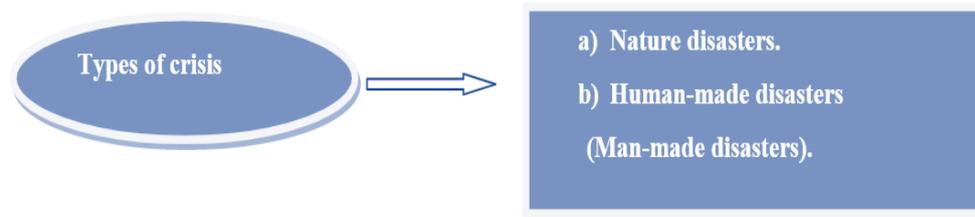
Figure 1. Types of Crisis (adapted from Alvintzi & Eder 2010, 8)

In order to deepen the knowledge of crisis types, author took next theory, which was presented by Hart & Boin (2001). They included two types of crises in the research, such as Fast burning crisis and Slow burning crisis.

Table 2. Types of Crises (Hart & Boin, 2001, 32)

Types	Definition
Fast burning crisis	Out of sudden incidents
Slow burning crisis	Slow evolving crises

To draw inferences from the results showed, the author defined COVID-19 Pandemic at the state of April 2020 as slow burning, slow-burn and natural disaster, which has evolved from something negligible and nondescript to absolutely dangerous and harmful for society, human health and economics world-wide. Research of crises continues studying threats, that affect business corporation or company. Coombs (2007, 7) outlined three main menaces of crisis - public safety, such as in the case of COVID-19 health of people, then financial loss, when companies stopped working and making profit and the last one-reputation loss, as an example, the companies who started to cash in on products, which were of the first need for people.

2.2   Crisis Management

This chapter of thesis investigates the nature the Crisis Management, aiming to define the it, state its purposes and principles.

The author found two definitions of Crisis Management which have same meaning about what Crisis Management is, but two different representations:
Bernstein & Bonafede (2011, chapter 1) say:" It's the art of avoiding trouble when you can, and reacting appropriately when you can't". And there is another, more sophisticated definition by Chan (2011): "Crisis Management is an approach of handling emergencies, in which preparation, timing, communication and coordination are a *sine qua non*".
As these two definitions are in that corresponding to each other, author can generally describe the Crisis Management as an approach of taking appropriate measures and communication during break-down occasions aiming to either prevent harm or minimise/recover its consequences.

This research continues to investigate the topic further by demonstrating the fundamental purposes of Crisis Management and for which reasons it is being used by companies and organisations. The main purpose of crisis management is to preserve everything that has been gained in the community through customer service, marketing, employers and other different daily basis operations. Adding to previously said, emergency management protects communities by coordinating and implementing all activities necessary to prepare, sustain, and improve the capability to mitigate against happening crisis such as for instance, the COVID-19 Pandemic (Blanchard, W., Canton G, L., Cwiak C.L., Goss K.C., McEntire D.A., Newsome L., Selves M.D., Sorchik E.A., Stenson K., Turner E.J., William L W. & West D., 2007).

2.2.1 Principles of Crisis Management

This chapter reveals the principles that are needed to be accomplished in successful Crisis Management and which are supposed to be followed.

Organisation for Economic Cooperation and Development (OEDC, 2006, p.37) distinguished four principles of crisis management, which are applied in Norway in risk management policies.

These four principles are: Principle of Responsibility, when all people are staying responsible for their competence areas even during the crisis, such as, for example, head chef is still being responsible for food safety. Next is Principle of Equality, which states that all measures should be organized equally during the crisis- no one must be put forward based on sympathy. Following is Principle of Proximity, which can be explained as managing the crisis at lowest level possible, for instance at restaurant not to involve the leadership team into small crisis but take actions among closest groups of employees. And the last one is the Principle of Collaboration, which states that everyone must cooperate in crisis situations, for instance it is the responsibility of everyone in restaurant to prevent the crisis or tell about the happening problem to the manager.

More detailed and sophisticated research on crisis management principles provides report about risk management guidelines from ISO (International Organisation of Standardization) (ISO31000, 2018).

Every crisis management according to this guideline includes itself certain principles, which acquainting its values and protection. It allows the company to manage the effectiveness of the goals during the crisis.
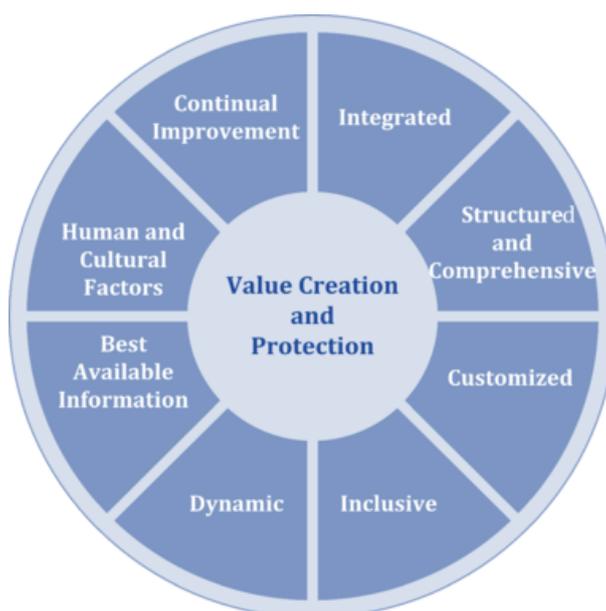

Figure 2. Crisis Management Principles (adapted from ISO31000, 2018)

These elements can be explained as follow: Integrated- risk management is an integral and inclusive part of all companies' activities, meaning every company and especially restaurant must have crisis management plan. Second one is Structured and Comprehensive approach - risk management in restaurant is supposed to be well structured, applicable and clear in order to use it more efficient. Third one is Customized-the risk management processes are customized to the organization's external and internal determinations related to its goals and purposes. The following one is Inclusive- it means involvement of all restaurant stakeholders and making sure that, their knowledge, views and perceptions are being taken into consideration, not forgetting the importance of outside stakeholders such as suppliers for instance. The next one is Dynamic, meaning being flexible according to always changing external and internal context, responsive and open for all new possible shifts in situation. The example of COVID-19 is the best one, as it was changing from day to day very quickly. Next element is Best Available Information- it is the latest inputs are based on latest available and reliable information, which should be timely, clear and available to relevant stakeholders. The element of Human and Cultural Factors means that, human behaviour and culture backgrounds are significantly influencing the risk management as well as superinduce new ideas and affect it in positive way, especially in such company as restaurant, where everything is working because of the people. And the last one is Continual Improvement - the risk management is continually improved through learning and experience.

2.3   Crisis Management Systems

There are few systems of Crisis Management exist nowadays. Their objective is to apply main points in order to successfully manage the duties of workers and managers and communication inside and outside of the organisation and bring it to the positive and lossless outcome (Barton, 1993).These structures dissolve the question of who should manage the crisis, how and which activities must be performed.

The author researched two systems, which are also considered to be two polar types such as hierarchical type and networking type and compared them.

The first approach, which can be adopted by the restaurant during the crisis is called The Incident Command System or ICS (Heath, 1998, 142) and it is a hierarchical system that regulates the broadcasting of information related to the crisis and improves the speed and quality of transferred information and tasks.

2.3.1 ICS System

The system is simple and flexible in that ICS (figure 3) accepts different sizes of the companies, thus it can be single users, few users with others in support, or multi-user united. The structure can be broadened in a fast and logical manner and uses common definitions, module type of organisation, it has consolidated action plan, resources appropriate to the response to the crisis, and well-structured communication system.
This structure can expand from an Incident Commander, who is from the beginning has authority during managing the crisis (Moynihan 2008, 9) to other departments, such as planning and intelligence (gathering the information and evaluation), operations (for example, Food&Beverage, Suppliers, Customer Service), logistics (Suppliers) and finance-administration. These clusters are also capable of expansion into separate divisions when it is required by situation.
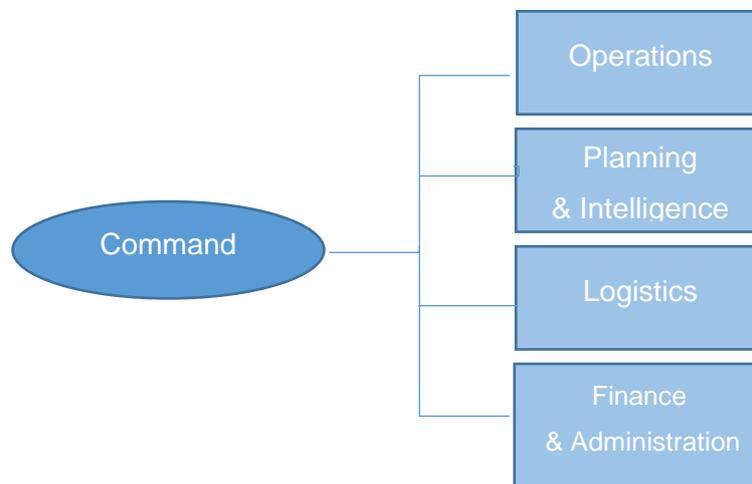
Figure 3. ICS System (adapted from Heath, 1998, 143)

This system could be successfully implemented in independent restaurants, which operate by themselves and have relatively simple system, where the employers and employees of restaurant can take few position at the same time during crisis and successfully multitask using this quite simple and straight ICS system.

2.3.2 CMSS System

Second system being researched in this thesis is called Crisis Management Shell Structure and is networking system, so in the structure are involved multiple organizations, where duty clusters are not located above another, but rather in a flat manner (O' Toole & Laurence, 1997). The CMSS (figure 4) is a theoretical framework of successful duty distribution and communication inside of the company as well as outside with its stakeholders, partners and vendors. There are certain features of this system that Heath (1998, 149)

highlights and proves them to make the CMSS efficient and easy in disposal. For instance, this system is centralised in decision making, focuses more on coordination than command and has ability to communicate successfully inside and outside of the crisis. The CMSS allows one person to undertake all the functions outlined in this structure, making the system extremely flexible and adjustable according to company size.
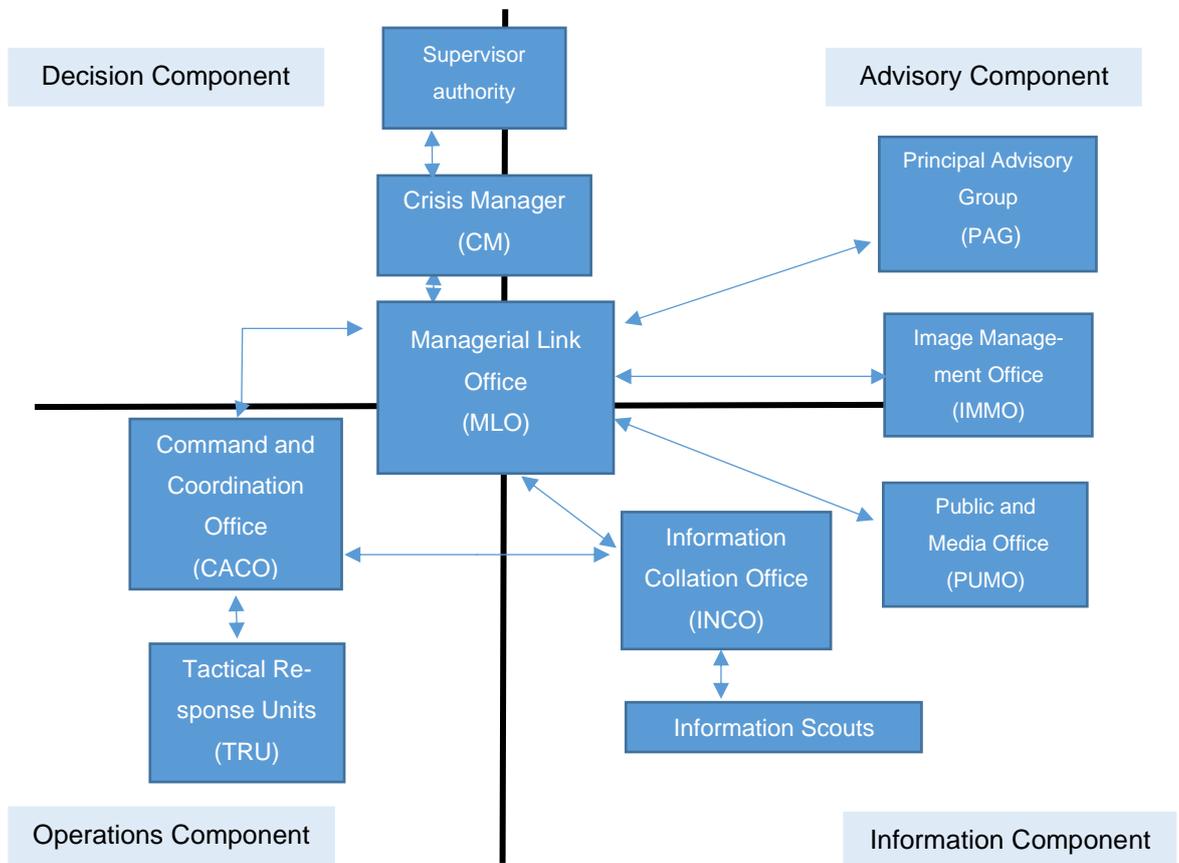
Figure 4. CMSS System (adapted from Heath 1998.)

The CMSS has four elements such as Decision Component, Advisory Component, Operations Component and Information Component. Heath (1998) separates them as Information Management Element (from the right) and a Decision and Action Element (from the left).

First one from mentioned contains such clusters as Information Collation Office (INCO), a Public and Media Office (PUMO), and an advisory Image Management Office (IMMO) and an Advisory Component (top right-hand box) which contains an advisory Image Management Office (IMMO) and a Principal Advisory Group (PAG).

The Decision and Action element separates into a Decision Component (top left-hand box), which contains a management interface between the Crisis Manager (CM) and

higher authority and an Operations Component that contains a Coordination and Command Office (CACO) and its connection to Tactical Response Unit (TRU).

CM or Crisis Manager is the man figure of all the system and he or she is responsible for the crisis management. If there are few crises are happening or the scale is too big, the Crisis Manager is entitled to make more than one separate CMSS. Almost always in crisis management the Crisis Manager (CM) also reports to higher authorities presented here as Supervisor Authority.

MLO (Managerial Link Office) is assistant to CM and ensures the information flow between CM and other departments.

INCO (Information Collation Office) is gathering all the information, analyses it and provides summary of needed information to other departments.

The information scouts gather information for the INCO from special sources such as radio, newspaper and TV and from inside of the company.

PUMO (Public and Media Office) extracts vital information as well as provides with it the outside of the team members.

IMMO (Image Management Office) oversees managing the outside image of the company by preparing and advising the CM on any words, conferences and speeches.

PAG or Principle Advisory Team is entitled to provide consultation to CM mostly concerning the post crisis phase, when restoration takes place.

NOLO (Normal Operations Liaison Office) can be grouped, but only when the crisis itself had huge crisis and happened in a tremendous scale, than expected. In the case of COVID-19 and restaurant it is not required. And finally, the CACO (Coordination and Communication Office) has a mission of converting the decisions from theoretical to practical approach and assigning the tasks to Tactical Response Units (TRU).

Certain system is very applicable for big restaurants with complex career hierarchical ladder, where we can observe a lot of employees, including quite large leadership team, for instance restaurants group such as NoHo company in Finland, or chain of restaurant such as Hard Rock Café (Our restaurant portfolio 2020).

2.3.3 Comparison

In order to choose the best managing system for a restaurant, author compared them. First ICS system is quite simple, which is at some point and its advantage and its weakness. Even for quite small or middle size restaurant as presented in this thesis, ICS system would not be sufficient, just because it does not dispose the ability of communication with outside stakeholders of the restaurant, which is not efficient way to manage the com-

pany during the crisis (Barton,1993). Also, Moynihan (2005, 10) says:" It does not describe specific management procedures and actions". So, basically, application of this tool heavily depends on a prior experience of a manager. But the ICS can expand accordingly to the size of the crisis and be adjustable by adding new clusters to already existing ones and is designed to make commands logical and transparent (Penuel, Statler & Hagen, 2013,148).

The CMSS system is more complex, but it does not mean more difficult to implement. There are certain features of this system that Heath (1998, 144) highlights and proves them to make the CMSS efficient and easy in disposal. For instance, this system has flat networking management system, which is, proved by Powell (1990, 303) characterized by mutual benefits and more open relationships, as well as more flexibility. Also, CMSS focuses more on coordination than command and has ability to communicate successfully inside and outside of the crisis. Also, not like ICS system, which does not have certain functions.

However, when choosing the communication system, the restaurant should rely on size of its business. CMSS system is very applicable for the type of restaurant in Helsinki airport author presents in this thesis, as behind this dining location stays big food service company that has many restaurants, cafes and bars in the airports and along the motorways in different countries. Consequently, this big firm has leadership team and corporate hierarchy, where this CMSS system comes along perfectly, allowing to handle communication matters the current COVID-19 crisis more efficient. But ICS fits perfectly the second interview restaurant, when dining location has only one location and not many staff members, allowing allocate powers and hand out duties easier.

2.4   Phases of Crisis and Crisis Management Cycle

In this chapter the author explores the Phases of the Crisis, which present us the three main parts of every Crisis Management and as well as the author researches Crisis Management Cycle, which features all the steps of Crisis Management, but in more detailed manner. The author tells about the essential measures and actions every company should perform before, during and after crisis in order to successfully overcome all the arising issues.

First, the author takes more general theory of Crisis Phases and then it is followed by more complex Crisis Management Cycle.

According to Coombs (2007, 3) there are three crisis phases, that each company experiences (figure 3).

Figure 6. Phases of Crisis (Eder & Alvintzi, 2010)

Pre-crisis Phase.

According to Eder & Alvintzi, 2010, 26; Coombs 2007, 3), the first phase which precedes the main crisis happenings is called Pre-crisis phase and it is consisted of:

- Prevention
- Preparation

Preparation includes adopting crisis management mind-set, creating a crisis management team, disseminating values and strategies throughout the organization, and simulating hypothetical crisis incidents. (Clair, Mitroff, Pearson & Misra.1997, 52). Preparation involves (Coombs, 2006) creating the crisis management plan, select and train the crisis management team, conduct exercises and simulations to test the crisis management plan.

The author researched more deep into the topic and found one more point, that can be essential part of the pre-crisis phase (Eder & Hannes, 2010) such as creating escalation rules for your employees (these rules guide and empower employers to notify about detected problems).

The part Prevention is entitled to reduce known risks that could lead to a crisis. In the case of COVID-19 and restaurant management it is self-isolation and quarantine of suspected and vulnerable workers, educating employers and customers about COVID-19 via awareness campaigns, including pamphlets and brochures, preferably in the local language or in the case of restaurant in airport at least in few, having hand sanitize in the restaurant to customers' disposal (Khadka, Hashmi, & Usman, 2020).

Crisis-response Phase.

The Crisis-response phase is consisted of two main aspects (Eder & Alvintzi, 2010):
    -Detection

-Mitigation (actions are taken in order to reduce to the minimum possible the negative impact of the crisis on the normal operation of the business corporation, people and property

This crisis response phase includes identifying opportunities for early warning of evolving threats, identifying or developing a reporting mechanism of needed to be reported data. (Arpan & Roskos-Ewoldsen, 2005). Also, Thompson and Louie (2006, 17) are saying:" Crisis response phase also determines thresholds for actively collecting additional information, and utilizing opportunities to automate surveillance and early warning systems as much as is technologically feasible".

Crisis responders need to get information regarding a crisis as clear, precise, quick and flexible as possible. Information presentation must also be flexible. People need to extract relevant information on a crisis situation rapidly, in order to identify which information is relevant and which information are not, because this type of information varies across individuals and at different phases of a crisis management (Eder, Alvintzi, 2010).

Coombs (1995) says there are three strategies that are supposed to be implemented during the response phase: shape attributions of the crisis, change perceptions of the organization in crisis and last one is to reduce the negative effect generated by the crisis.

Post-crisis Phase.

There is an absolutely essential measure that should be taken by the managers of a company, in our case the restaurant, in order to speed the process of recovering from a crisis such as creating the Business Continuity Plan (Eder & Alvintzi, 2010).

It is, according to Nielson (2006), a documented and tested process in place which will allow the company to continue its critical business processes in the event of a disastrous incident impacting its activities. The further research is conducted in chapter 3.3.

Crisis Management Cycle.

As the next theory of crisis management content arises Crisis Management Cycle, which allows the managing team to assess the current situation and take thorough and well-becoming resolutions. The Crisis Management Cycle is referred as cycle that shows the elements and phases of Crisis Management and helps distinguish the phase in which the current accident takes place (Pursainen, 2018,10).

This approach gives pattern to crisis management team in order to help making decisions, giving commands and distribute the roles (Rosenthal & Pijnenburg, 1991).

Very interesting and applicable for this thesis fact given by Commission of European Communities in it published report (2009), where it was stated, that EU puts emphasis on phases prevention and preparedness rather than response.
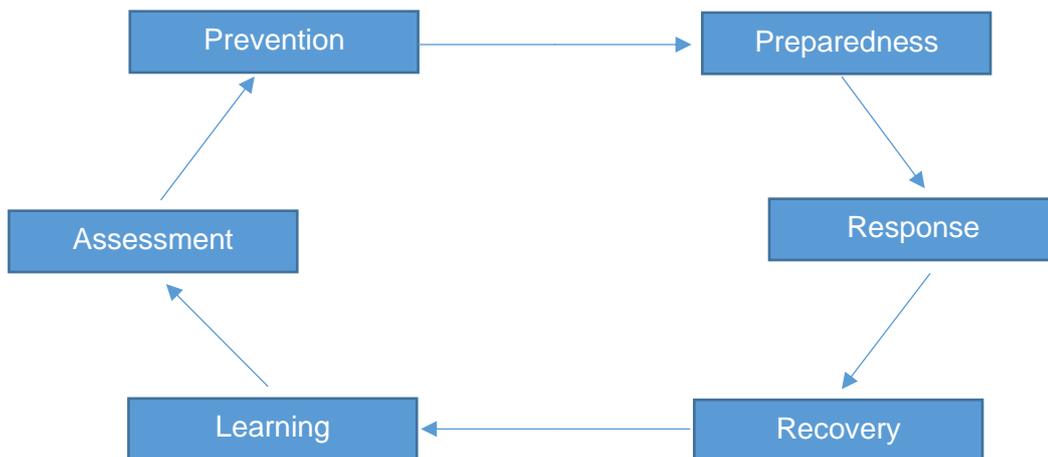
Figure 5. Crisis Management Cycle (adapted from Pursainen, 2018)

2.5   Best Practises for Crisis Management

According to Coombs (2007, 3) it is a must first, to have a crisis management plan and update it annually, second, to have a crisis management team that knows its duties and last test once a year the crisis management plan and team.

3   Crisis Management Plan

In the chapter number 3 author explains the idea of Crisis Management Plan, what are the main parts of it, why it is needed and why it has to be essential part of every restaurant business.

A closer look into this topic brought the author to explore such essential tool for managing the crisis as Crisis Management Plan. Sönmez, Backman & Allen (1994) defined it as documented guide, that contains a process that is supposed to be followed in order to successfully respond to a crisis.

Coombs (2007, 4) described it as an indispensable instrument in the hands of the managers of a company. The plan will allow managers to deal properly with a future crisis situation or with already existing ones affecting the day to day business operations.

Laws (2006) mentions, that crisis management planning even if takes effort and spending is supposed to be considered as investment in the company, not divestment.

These are the topics that must be in crisis management plan (Eder & Alvintzi, 2010):

- Staff and other stakeholders involved in managing the crisis and their duties
- Methods for involving management during the crisis situation
- Guidelines of communication between stakeholders in order to ensure the adequate flow of information regarding the development of the crisis
- Mechanisms for reporting
- Equipment, facilities and responsibilities of the crisis management team
- Recovery plan

3.1 Crisis Management Team

Crisis Management Team is something that is needed to exist in every organisation and especially in the restaurants, where on daily basis the business faces the risks related to people's health and food safety.

Mitroff (1988) suggested that: "Organizations facing complex and unpredictable environments should have permanent CMT's". But the author of this thesis can slightly contradict the saying above by referring to online magazine "Restaurant Dive"- in the restaurants the CMT team is not supposed to be permanent as the few people are only having tasks to manage the possible emergencies, rather personnel should have multiple tasks including the risk management area. Assembling the crisis team in the restaurant underlines the necessity of giving the certain responsibilities during the crisis to team members which already are having certain position and tasks, as online magazine "Restaurant Dive" also mentioned in its article (How your restaurant can prepare for the crisis 2018). But undoubtedly, the crisis management team ought to be arranged, no matter of size of the restaurant. Eder and Patrick (2010) discussed that, the successful position of a company and its ability to recover from crisis is included in a key element of being ready to quickly come together and find the way out if crisis due to having a formed crisis management team.

For instance, Harris (2018) suggested to have one or few spokesperson, who will be in charge of representing the company and team plus they are supposed to be, if possible, from different departments, who are specialists in their job.

Barton (2001) identifies the common members of the crisis team as public relations, legal, security, operations, finance, and human resources.

Same approach (table 3) owns also Harris (2018), mentioning four main roles in the crisis restaurant management team.

Table 3. Roles of the crisis management team in the restaurant (Harris, 2018)

Role	Who	Task
Food safety lead	Kitchen manager/ Head chef	Responsible for any food handling issues during the crisis. For instance, during Covid-19, hygiene requirements, food safety regulations and choice of cooked dishes.
Vendor liaison	General Manager	Relationships between restaurant's vendors.
Communications team	GM and Shift Leaders	Messaging across all the channels and to all the stakeholders
Attorney or legal adviser		Consulting the restaurant during the pandemic crisis

Moreover, the team members are not only supposed to have professional and competent knowledge about the area they are distributed to, but also have personal stress resistant and leadership characteristics (King, 2002, 236).

Barton (2001) suggests that, today's organizational leaders must be able to recognize, foresee, manage, and officially prepare for a crisis as well crisis management team should own excellent decision-making skills between all stakeholders within the organization and outside of it.

The possible crisis management teams of both interviewed restaurants, where the personnel is diverse and coming from different cultures and backgrounds, will be more successful and perform more effective according to Shaw (197, 235), because of its variegated experience and opinions. Also, so called heterogeneous teams, consisting of people with various cultural background, are more likely to generate better ideas and come up with better solutions than homogenous teams. Main reason of such performance lies in the diversity of perspectives, ideas and attitudes towards the discussed issue.

3.2 Corporate Social Responsibility

Nowadays, when everything went upside down, it is extremely important to keep reputation of a business, be socially responsible in front of all stakeholders and translate into the business world the right mindset and show on your own example correct and responsible behaviour. Especially it is applied in such business as restaurant, where it is person to person work and very close contact with food.

Reputations are widely recognized as a valuable, impalpable asset. Reputational holdings can attract customers, improve financial productivity, attract top-talent employees, increase the return on assets and create a competitive privilege (Carmeli and Tishler, 2005). Beyond gaining economic profit, more and more companies respect social issues related to the surroundings where they operate (Karaibrahimoglu, 2010). In the companies, where demand is based on consumer's expenditures (such as restaurants for example), CSR is based almost entirely on customers evaluation (Yinyoung, Manisha & Yoon, 2016).

In the context of the service industry, customers do not evaluate service quality before they experience it, but company image and corporate reputation often serve as reference, hence a positive corporate image and reputation through CSR activities become especially important, including in the restaurant industry (Wang & Qian, 2011).

In the services context, like restaurants, the importance of CSR awareness becomes even more salient, due to lack of standardization. Every service encounter is co-produced by the producer and consumer simultaneously and, given its intangible nature, there is little prior information regarding the different attributes of the service compared to products. Uncertainty about restaurant products and services is higher than for a material and perceptible product (Berry, 2000).

But there are certain measures (figure 6), besides the ones, that are supposed to be implemented on daily basis (left square), that restaurant can take during the COVID-19 crisis to support already established CRS (right square):

Daily basis CSR:
Waste Management
Consumption of Water
Energy Usage
Employment Opportunities
Training for workers

CSR during COVID-19:
Fair employer management
Usage of protecting measures
(masks, gloves, distance, sanitation)
Keep positive and professional customer service experience
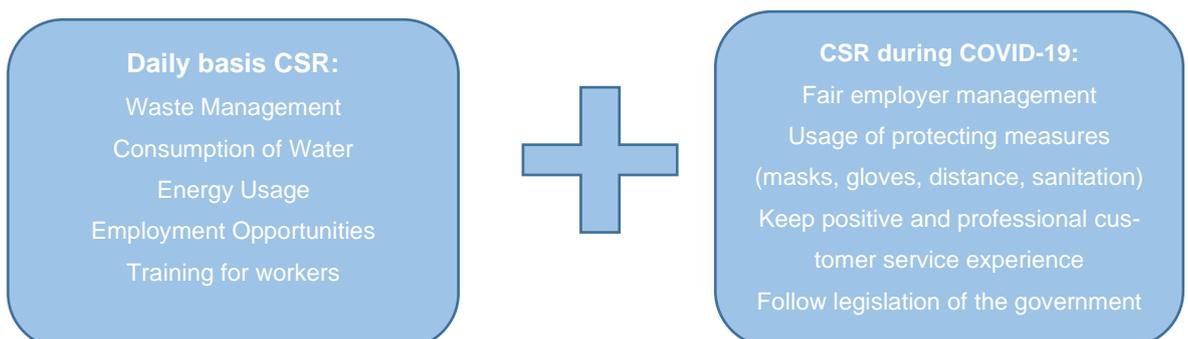Follow legislation of the government

Figure 6. Corporate Social Responsibility for Restaurant (Finnish Food Authority 2020)

Restaurant managers should not be narrow-minded about CSR, but vice versa, they should consider it as a strategy that promotes the long-term success of their company (Yinyoung, Manisha & Yoon, 2014).

The study of Yinyoung, Manisha & Yoon (2016) hypothesises that guests tend to expect more from full-service restaurants not only for quality of food or services but also for socially responsible activities. Also, the CSR improves the attitude of employers, generating better working environment. Zientara, Kujawski & Bohdanowic (2015) proves in their research, that happier staff means higher customer service.

3.3 Business recovery plan for the restaurant

As mentioned previously in chapter 2.4.3 Business recovery plan is a documented and tested process in place which will allow the company to continue its critical business processes in the event of a disastrous incident impacting its activities. (Nielsen,2006).

It should include such points as:
- Background of the business activities carried out by the corporation
- Background of the crisis situation
- Cost of the cash flow
- Reorganization
- Forecast

Tse, S & Sin (2006) in their research about restaurant measures in China after SARS suggested such points as:
- define the type of the crisis
- conduct damage assessment
- redact the costs (reduce the menu, suppliers' costs, salary and rent)
- revenue enhancement (new menu with emphasis on healthy ingredients, improvement of quality of food and service, improve social image by helping those who are in worse situation after crisis)
- decrease potential physical risks such as making daily sanitation in the restaurant

Kyslova (2020) in her online blog suggested of how restaurants can respond to COVID-19 outbreak and minimize losses. Among everything she had proposal for business recovery plan: determine the minimum acceptable service levels, identify critical vendors and utilities that ensure your ability to function, identify the focus group who will keep your business running and calculate employee-related costs, find sources of emergency financing to cover your expenses and loss and find out how your government is going to support

businesses, develop or create your business recovery plan and inform your staff, keep customers updated about the status of your business.

4 Essential measures during infection outbreak in restaurant business

This chapter explores the required physical, such as for instance disinfection of premises, measures and intangible measures, such as social media, needed to be taken in restaurant in order to prevent the spread of respiratory virus. Also author has researched historical background of previous pandemics that affected restaurant business and got into the information about help and measures provided and taken by Finland.

4.1 Tangible Measures

Firstly, author provides the study examination, handled by QSR online magazine, where it conducted on 10th of March survey of 1000 consumers, trying to ascertain the main challenges and obstacles, which stopped people from visiting the restaurant in the beginning of the pandemic and which would be the situation also, when the quarantine will be over (What Customers Think About Restaurants and Coronavirus 2020).

Main fears of respondents were:
- Touching door handles in restaurants: 78 percent
- Self-serve food (salad bar, buffet, etc.): 77 percent
- Using public restrooms in restaurants: 74 percent
- Sitting in a crowded restaurant: 69 percent
- Self-serve drinks (fountain drinks, coffee carafe, etc.): 68 percent
- Sharing condiments (ketchup bottles, etc.): 64 percent
- Sharing food at restaurants: 63 percent
- Eating food with your hands: 56 percent
- Using dishware/silverware/glassware at restaurants: 48 percent

What would make the consumers feeling safer while dining:
- Regularly/visibly wiping down tables, kiosks, other things people touch: 57 percent
- Employees visibly wearing food safety apparel: 46 percent
- If restaurants handed out disinfectant wipes for me to use: 43 percent
- More food covers/sneeze guards/enclosed cold cases.: 42 percent
- No open containers: 40 percent
- If everything came individually wrapped: 37 percent
- More space in between tables: 36 percent
- No ingredients coming from coronavirus-affected areas: 35 percent
- If restaurants made it so you don't have to touch door handles: 32 percent

Klein (2020) suggests to set up a system and routine procedures to protect the cleanliness of the premises, monitor safety of your staff and track overall situation. In the forgoing chapter 2.10 the logical ground takes such useful tool as Standard Operational Procedure (Appendix 2) and posters for employers in the restaurant about basic measures during pandemic outbreak. (Appendix 1).

U.S. Department of Labour Occupational Safety and Health Administration in its "Guidance on Preparing Workplaces for COVID-19" defined restaurants workers as medium expose risk occupancy (figure 6):

Figure 6. Occupational Risk Pyramid for COVID-19 (U.S. Department of Labour Occupational Safety and Health Administration 2020)

There are measures, that U.S. Department of Labour Occupational Safety and Health Administration suggests to use for occupational areas in the medium expose risk:

- Consider offering face masks to employees and customers.
- In the event of a shortage of masks, a reusable ones can be might be acceptable
- method of protecting against transmission.
- Keep customers informed about symptoms of COVID-19 and
- ask sick customers to minimize contact with workers.
- Keep employees informed, such as by posting signs about COVID-19. (Appendix 1).
- Where appropriate, limit customers' and the public's access to
- the worksite.
- Consider strategies to minimize face-to-face contact.
- Communicate the availability of medical screening or other worker health resources (e.g., nurse in airport, thermometer at the premises).
- Personal Protective Equipment (PPE).
- When selecting PPE, consider factors such as function, fit, decontamination ability, disposal, and cost.
- Each employer should select the combination of PPE that protects workers specific to their workplace. Workers with medium exposure risk may need to wear some combination of gloves, and a face mask.
- Wash your hands often with soap and water for at least 20 seconds.
-

One of important point would be asking your guests to fill in the form with information of their names and phone number/email address and date of visit. It is being done in a case someone falls ill and it would be easier to understand with whom person was in contact recently.

4.2 Intangible measures

But besides the day-to-day infection physical control procedures as discussed in previous subchapter 3.4.1 (Cameron, Schull & Cooke, 2006), there is one extremely important intangible point exists nowadays - social media. It is something that was not so developed in 2003, when SARS Corona virus broke out, consequently it was not used and moreover not needed.

Nowadays, it is one of the pillars of modern society and successful business (Aluri, Slevitch & Larzelere, 2015, 674). With the social media we can deliver to the customers that all needed safety procedures are being not only taken into consideration, but the most important- implemented. Thus our customers can order via our website or through even simple landing page, which can be created foe free and in short time.

Additionally, author disposes the information, that in Russia right now some cafes sell food and beverages to go with the use of Telegram messenger. They set telegram chatbot, which automatically replies to message of the customer and offers the menu, possibility to choose the food item, order it as take away or the delivery, leave the phone number and/or address. Then the employers will start cooking or preparing the food item and (depends if it was delivery or pick-up) they will call back to approve the delivery. The author found also one more messenger where chatbots can be used - Facebook (How to create restaurant chatbot 2014). These new technologies allow nowadays to order contactless and avoid all possible risks related to outbreaking pandemic.

Moreover, Social Media is an amazing tool for keeping up the reputation of the restaurant by having the right attitude during crisis time, follow the rules given by authority and be sustainable and, if possible, even participate in charity for those who are in need during pandemic, such as few restaurants in USA (Delivering donated meals to coronavirus workers is helping keep these restaurants in business 2020).

Adding to all said above, the author researched some courses that can prepare restaurant professionals to handle COVID-19 pandemic at work better. Such course - "ServSafe Takeout and Delivery: COVID-19 Precautions", which is free of cost, is offered by National Restaurant Association of America and provides with up-to-date information and rules (Free food safety and career development training and resources 2020).

The very important part during the crisis appears to be Customer Experience Management. According to Grewal, Levy & Kumar (2009) Customer Experience is set of emotional, sensorial and physical interactions between customer and company. During the crisis it is very important to keep customer experience on same, if not better, level. In order to do this, creation of new Customer Journey Map can help to understand your guests better and improve customer experience according to new recently changed crises situation. (Appendix 6.)

Adding to it, asking feedback from guests would be a great idea of engagement and improving experience management during for instance quarantine as well as making new customer segmentation strategy, considering that customers who visit restaurant during quarantine are of different segment than before, for instance, children are definitely would be not a part of this segmentation.

More of intangible measures that can keep the restaurant business on float is a support and motivation of employees. Schneider & Bowen (1995) found that employees' perception of climate in the company and being valued and respected have a positive effect on customers. Thus, it is vital to thank the employees and organise gatherings, give discounts or even money bonus.

4.3   Standard Operational Procedure

Standard Operation Procedure or SOP brings together the physical and intangible required measures in restaurant. It provides some basic guarantee of standardization and accountability; it also helps individuals understand their role in the organization and what specific actions there were to take in a given situation (Moynihan, 2005). The SOP is widely used in restaurant business field, controlling all the actions of employers and employees along the job performance.

Especially, SOP is playing important role in the restaurant, during world pandemic, when rules, which restaurant undertakes are much stricter than previously and few new SOPs are being developed by restaurants, specifically designed for COVID-19 pandemic. (Robin, Kevin, Manuel & Christopher, 2007). The SOP for pandemic crisis can be found in Appendix 2.

4.4   Pandemic Measures on example of SARS

In order to successfully overcome the consequences, it is vitally needed to research previous pandemics and behold the measures were taken in the past.

The epidemics usually are controlled largely with basic epidemiological principles of outbreak infectious diseases. Thus, routine infection control strategies are likely to have the most benefit (Cameron, Schull & Cooke, 2006). But, this research was conducted three years after SARS outbreak and if, at some point still reliable, on the other hand can be outdated. Why exactly will be discussed in the following chapter.

To address this issue the author found article from May 2003, when it was outbreak of SARS coronavirus. This material presents interview of a Chinese restaurant (the centre of pandemic) during this time. Zhang Lan, chairman of Beijing South Beauty Restaurant was interviewed and shared the measures were taken at that moment (Restaurants Find Ways Out Under Threat of SARS 2003):

  - "We require all staff in our restaurant to have a temperature test twice a day, and change their masks, gloves and clothes twice a day. There is much more work to do than usual to create a clean and comfortable environment. Waiters and waitresses all wear masks and gloves- and serve the people with as few words as possible. Between serving the dishes they are hard at work with the constant job of sterilizing and cleaning. The rules in the kitchen are extremely strict. All utensils must go through four processes of sterilization before they are allowed to be used and chefs use disposal gloves for the preparation of each dish. The chefs are not allowed to take public transportation. We only walk or ride a bicycle. And we avoid meeting friends, relatives and strangers to prevent any risks."

Other effects of SARS pandemic was for instance a dropped turnover from restaurants in top ten major cities by 65 percent from mid-April to mid-May comparing to 2002. In the SARS instance, for example, the major damage caused to a lot of restaurants was a sudden cash flow problem that was both immediate and heavy (Restaurants, Beauty Saloons Resume Business in China After SARS 2003).

4.5   Finnish government legislation and reaction to the crisis

In order to stop the spread of COVID-19, Finland has activated its Emergency Powers Act for the first time ever. While the results are still indefinite, Finland's plan for how to protect its citizens and vital functions of society has confront its initial resistance with reality. The authorities are cooperating with private and third-sector stakeholders to ensure that implementation is effective and to make next appropriate actions (Finland's response to the Covid-19 epidemic: Long-term preparation and specific plans 2020).
The government also presented additional budget of 3,6 billion euros out of which:
  - 1 billion to further support companies (500 million in budget, 500 million loans)
  - 600 million to protective equipment

– 150 million of direct support to self-employed to be distributed by the municipalities

Even though Minister of Employment Tuula Haatainen announced restrictions to the operations of bars, cafes and restaurants on Tuesday, 24 March 2020, nevertheless, meals might be sold for customers to takeaway. Customers themselves or a food delivery are allowed to pick up prepared meals from the restaurant, or the restaurant can deliver meals directly to customers (Ministry of Economic Affairs and Employment of Finland 2020).
In addition, ELY Centres are prepared to support restaurant entrepreneurs in financial trouble caused by the COVID-19 outbreak. The ELY Centres' business development projects are targeted especially for helping SMEs in the service sector to prevent and control the effects of the pandemic. Ministry of Economic Affairs and Employment (Government supports businesses in coronavirus situation – new funding programme for medium-sized enterprises 2020).

5   Empirical part

The following chapter uncovers the methods which author used in gathering material for this thesis. It discloses how this data was collected and why this certain type of method was chosen, what kind of difficulties author came across and the outcome of interviews.

5.1   Chosen methods and materials

The research is partially based on personal experience author got while working during her studies in Helsinki, as well as on interview with the general manager of restaurant "T" in Helsinki airport (Appendix 4), where author was working quite recently and second interview of kitchen head manager of one casual dining restaurant "G" in Kallio. (Appendix 5). The purpose of the thesis is to make the crisis management plan for this specific type of restaurant- casual dining type. For request of a general manager and kitchen head manager the name of the restaurants and their name respectively will remain anonymous. The main idea was to get surveys from many staff members of restaurants in Helsinki, Finland, but due to really difficult and busy crisis situation and also due to narrowing down the crisis management plan only for casual dining type- this idea was not successful. By researching further, it seemed possible for author to interview workers of previous working place restaurant in Helsinki airport, but the idea of interviewing the General Manager was more appealing and professional, which was done in the end.

The data was collected with a qualitative approach as it is only possible way to gather credible and reliable information for this type of thesis. Two interviews were needed to be conducted for a reason that in restaurant "T" in airport of Helsinki there is no possibility of pick-up and delivery service, so author had to additionally address to dining place for an interview to restaurant in Kallio, where it is allowed in order to have full picture of all aspects of restaurant industry nowadays during the pandemic quarantine.

The general manager of "T" gave interview to the author per email and answered the most worrying and moving questions about how restaurant functions at a current time. Kitchen head manager answered the author's questions about delivery and pick-up services per Facebook Messenger. The information gathering was challenging at first, as the management of restaurant was very busy at that moment with pandemic crisis. But in the end, all data collection turned out to be successful.

The type of interviewed restaurants is casual dining. The crisis plan can be adjusted and expanded in a case this thesis will be used by other restaurants, than ones participated in interviews.

The author decided to take restaurant "T" as an appropriate type for crisis management plan, as it was firstly, quite recent working experience, secondly, the restaurant field is the main field she got her experience in during studies and also casual dining is one of the best types to write crisis management plan for as it is multifaceted and has many aspects to develop and work on during and after the crisis, than for instance a small buffet restaurant or fast-food place. The restaurant "G" author chose based on its casual dining type, good knowledge of concept and also personal knowledge of staff member, which helped a lot to gather information meticulously.

5.2 Reliability and Objectivity

The results of interview can be considered as high reliable as the manager of restaurant "G" is a professional working in his field for many years as well as kitchen head manager. The interviewers and author are not biased by had any prejudices nor personal feelings.

5.3 Interview

The interview of the restaurant in Helsinki airport was conducted in the middle of April and the results of it were available on 27th of April more precisely. 7 questions were asked the manager about current crisis situation in the restaurant (Appendix 4). The second restaurant interview was conducted in the end of April, where 3 main questions were asked. (Appendix 5).

This interviewers reveal the situation happening in the restaurant before crisis and during it, helping the author provide better results, knowing the measures already taken and issues needed of improvement.

The questions asked the manager of restaurant in Helsinki airport covered such topics as measures taken in the restaurant, when they came into the power and how, for instance wearing of masks, gloves and keeping the distance. Also, author asked the manager about paid leaves and holidays for workers, where manager said that the company provided possibility to take summer holiday earlier for personnel. Among these questions there was one about crisis management plan, manager told author that it is being under development at the moment. Additionally, author asked about menu and cooked dishes-

restaurant reduced menu and sold only certain items, which helped to minimize costs and do not order some new from suppliers.

The questions of second interview of kitchen head manager of restaurant in Kallio covered topics as pick-up and delivery services, such as measures taken while delivering the food or pick-up and the payment possibilities. Also, the author follows this restaurant in social media and checks the very active attitude of this restaurant towards promotion, personal branding and positive attitude during quarantine. This small social media research also helped to gather information in order to successfully implement the goal of this thesis.

6 Results

In this chapter the description of handbook of crisis management plan is presented based on experience of restaurants during COVID-19 crisis, which is mentioned above in chapter 4. Additionally, the plan has new ideas of social media and reputation improvement from author as well as which restaurants can use the plan and how they can put it into the use.

This chapter is also presented in PDF version with structured, designed layout and specific measures and activities for restaurant, without explanation texts as in this chapter. (Appendix 3.)

6.1 Executive summary

This Crisis Management Plan is strategic document used by the company in time of respiratory virus pandemic in order to minimize losses and save the business. It provided guidance for actions needed to be taken during pandemic and guidance for business recovery. Also, it proves the structure of communication between departments with different duties as well as roles and responsibilities of personnel. There are listed possible authorities and supporting agents of restaurant. Also key messages and statements for media and personnel.

The Crisis Management Plan is consisted of three main parts. The first part "Introductory section" gives an idea about the company, its structure, stakeholders, crisis management team and its responsibilities. Second part "Emergency Response" is opening up the first actions needed to be taken in order to response quickly and in a right way to outbreak. The last part "Crisis Management" contains the actions essential for keeping the business and its recovery, such as necessary key messages, communication plan and protective measures.

6.2 Introductory section

6.2.1 Table of content

Company
Contacts
Purpose of Crisis Management Plan
Virus pandemic Background
Crisis Management Team
Crisis Leadership Team

Crisis Team Mission

Crisis Team Responsibilities

Key Publics and Stakeholders

Emergency Response Checklist

Duty Communication System

Communication Plan

Channels

Key Messages

Spokesperson must follow

Physical Protective Measures

Food

Corporate Social Responsibility

Social Media

Instagram

Facebook

Customer Experience Management during Crisis

Motivation of employees

Potential Third-party Experts and Support

Press release template

Appendices

In the first part of crisis management plan it is vital to state all the available information about restaurant such as name of the restaurant, date of foundation, type, location, motto and/or value and vision. These all will give an idea for someone who reads and implements this plan about the restaurant's structure and main value points.

The following information is supposed to include all the contact information of the main employers and employees of restaurant, who are the ones in charge or the ones that should report. Here are supposed to be listed the phones of such department as: Leadership Management, Crisis Management Team, Public Relations, Suppliers, IT. All numbers that can be contacted in order to inform about current situation.

6.2.2 Purpose of the Crisis Management Plan

The purpose of this crisis management plan is to handle difficult and unstable situation with possible pandemic and help restaurants to minimize losses, recover the business and keep motivation and spirit of company during crisis and after it is over.

6.2.3 Influenza Pandemic Background

The World Health Organisation released the Pandemic Influenza Phases table, according to which it is possible to determine the severity of pandemic. Even though COVID-19 is not influenza virus, but is acute respiratory syndrome virus, nevertheless it has same way of spreading and contamination. Consequently, this table below shows very precisely different levels for pandemic spread.

WHO Pandemic Influenza Phases (2009)	
Phase	**Description**
Phase 1	No animal influenza virus circulating among animals have been reported to cause infection in humans.
Phase 2	An animal influenza virus circulating in domesticated or wild animals is known to have caused infection in humans and is therefore considered a specific potential pandemic threat.
Phase 3	An animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.
Phase 4	Human to human transmission of an animal or human-animal influenza reassortant virus able to sustain community-level outbreaks has been verified.
Phase 5	The same identified virus has caused sustained community level outbreaks in two or more countries in one WHO region.
Phase 6	In addition to the criteria defined in Phase 5, the same virus has caused sustained community level outbreaks in at least one other country in another WHO region.
Post Peak Period	Levels of pandemic influenza in most countries with adequate surveillance have dropped below peak levels.
Post Pandemic Period	Levels of influenza activity have returned to the levels seen for seasonal influenza in most countries with adequate surveillance.

6.2.4 Crisis Management Team

List of the names of assigned duties to crisis management employees. To make it more clear and easy to read, it is better to make it a table. In the restaurant there must be crisis manager, employee liaison, spokesperson and legal advisor at least. Every crisis management employee has certain duties. Crisis manager is a key decision maker and provides guidance to the other team members. Employee liaison is a representative for employees, he/she is in charge of communication between organisation and personnel. Spokesperson contacts media, announces any new developments in given crisis and he/she is a liaison between the organization and the public. Legal advisor is responsible for legal issues and actions according to the law. In restaurant legal advisor in many cases is outsourced. The structured table with all the duties, name of office and phone number section exists in PDF version.

Further in PDF crisis management plan is statredthe tale with leadership team, where the names, office and duties of leadership team of the restaurant e.g. founder, CEO, all executive and senior vice presidents are listed. In PDF version the table can be found where it is easy to add all the names and duties.

Further in plan we can see crisis team responsibilities, which include preparation of the plan for pandemic crisis, monitoring of dependable information, constantly informing all stakeholders about situation, releasing accurate and reliable information and determination of the best actions and strategies for restaurant.

Aditionally, ir is important to know wha is the mission of team during the handlung of crisis. Crisis Team mission is to ensure safety of customers and employees, save business and keep reputation of a company.

6.2.5 Key Publics and Stakeholders

Here are listed all stakeholders of restaurant. They all are affected by pandemic and needed to be contacted and updated by the restaurant.

- Customers
- Employees
- Suppliers farmers
- Caterers
- Competing companies/restaurants
- Sponsors
- Outsource companies and manpower
- Media
- Farmers
- Food/Hospitality associations

6.3 Emergency response

Emergency response part in charge of the first steps during the spread of respiratory virus pandemic and ongoing quarantine measures. Emergency response should start at the latest when country authorities announced pandemic to be national threat.

6.3.1 Immediate Response Checklist

The Immediate Response Checklist enables the restaurant acts fast and in a right way in order to be prepared for virus spread as well as announced quarantine regime. Firstly Response Checklist should include such actions as assigning the Crisis Manager and the Crisis Team, the roles and duties. Then it is vital to assess the crisis itself, in this plan it is current pandemic, and prepare all information about it. Next step would include informing all stakeholders and start executing the crisis response. The full version with structured steps can be found in PDF version of Crisis Management Plan. (Appendix 3.)

6.4   Incident and Recovery Management

In this chapter are discussed measures that will allow the business to stay on float during the pandemic outbreak and quarantine and also during recovery phase. There are presented communication systems useful during crisis, key messages to stakeholders, press release template, physical and intangible methods for keeping the safety in restaurant as well as customers and reputation. The full version with structured steps can be found in PDF version of Crisis Management Plan.

6.4.1   Duty and Communication System

The best way to handle the communication is to choose communication system and adopt it to your restaurant. In independent restaurants the communication system has to be reasonably simple: Command in charge of managing the crisis, Operations department (Food&Beverage, Suppliers, Customer Service, Marketing), Planning and Intelligence (gathering the information, Logistics and Finance & Administration. This system is called ICM.

In chain of restaurants or dining locations which were founded by provider of food and beverage services the more sophisticated system, such as Crisis Management Shell System needs to be applied. Here there is also Crisis Management Command exists, but it reports to higher authority. There is office exists which reports all gathered and filtered information to CM, then Public relations department, department which is responsible for implementing the decisions, department which communicates with outside stakeholders and also department which gathers information and finally advisory centre. More about systems and how to choose appropriate one in chapter 2.3. (In PDF version it will be explained in Appendices).

6.4.2   Communication plan

This communication plan is consisted of two parts such as channels and key messages. The channels part represents the company's stakeholders and the way through which it is the best to communicate. The external channel such as website, social media, customers mail, press release, posters is the best to get in touch with customers, caterers, sponsors, competition, media, farmers, outsource companies. The internal channel goes through internal Corporate Communication platform, meetings, email, messengers, posters, SOP and works super efficiently with employees, suppliers and outsourced manpower. The structured channels table can be seen in PDF version. (Appendix 3.)

The next part of this chapters covers the key messages from the restaurant to customers, employees, suppliers, landlord and media. These are the factors that have to be included in the statements in order to reassure stakeholders that everything is under control and all safety measures are taken into consideration.

Message to the customers hast to reassure guests that restaurant takes all needed measures during the outbreak of pandemic situation in order to keep your staff and customers healthy and safe. It is important to be constant with messaging through channels and also reply to your customers comments. Indicate that, restaurant is continually working on how to improve the safety our of customers and employees.

Then comes essential message to the employees. Honest talk is highly recommended with your employees. Talk about measures they have to take before coming to the work, during and after the shifts. Reading of SOP is a must. If necessary, restaurant should provide paid leave or sick leave or unpaid leave or early summer holiday.

Further it is important to contact suppliers and show respect and readiness to work further, but in current situation to enhance the safety of food, drinks and supplied goods. Also, if it would be applicable ask for discount or special offers.

Then, not less of importance it is necessary to contact the landlord (if the premises are being rented) and ask for allowance of discount or shift of the rent with possibility to pay off later.

The last message is dedicated to media. Show the assurance for the media that restaurant takes all precautions and measures suggested by country and local authorities and even more such as charity or other acts of Corporate Social Responsibility.

Further, author discusses the importance of spokesperson and rules she/he has to follow in order to successfully report to the media and customers about ongoing situation without giving false and incorrect information or behaviour. Spokesperson is someone who is in charge of announcing new development in a given crisis and is being a liaison between restaurant and the public.

Spokesperson must follow next :
- Never say "No comment".
  Instead, give as much information as you know to stakeholders or say that you do not dispose wanted information.
- Speak in a language everyone understands.
  It refers in general to language spoken in the company and/or in the country, but also professional jargonises.
- Be brief.
- Correct any inaccuracies.

If someone comments the information inaccurately, politely fix it, mentioning real and true data.

– Never answers "what if" questions.
  It is hypothetical information, not accurate one.
– Be professional, sincere and concerned.

6.4.3 Physical Protective Measures

This part covers the tangible measures, which can be taken and implemented in restaurant during pandemic. Most of them are concentrated on keeping the premises clean and following certain rules.

Main point is disinfection of restaurant premises thoroughly every day after the last shift, usage of hot water, usage of approved chemicals, constant washing the high-touch surfaces such as counters and touch pads.

Hand washing before shift and during every 30 mins. Wearing masks and gloves. It is a must to wear gloves and masks for customer service employees, gloves have to be changed accordingly, masks has to be available at employees disposal, they can be one time use or multiple times.

If the employee shows any sign of pandemic virus disease, it is always better to stay home or immediately go home from work if mentioned above occurs. In the last case, it is necessary to keep control on sick employee and make a list of people he/she contacted. Also, it is employees' responsibility to self-check every day before going to work in a case they have fever or any other sign of illness.

In the case of customers, it is important to have Health Declaration, where they put the name, phone number and date of visit in case someone gets sick, it would be easier to define who was in contact.

Also, it important to consider discontinuing the operations, such as salad bars, buffets, and beverage service stations that require customers to use common utensils or dispensers. Additionally, it is important to find ways to encourage spacing between customers, while in line for service or check out in accordance with the applicable local requirements. Discouragement of customers from bringing pets — except service animals — into stores or waiting areas.

To employees and customers there are posters should be available in the restaurant premises, showing the main points of staying safe during virus outbreak. They must be

put on visible places outside of restaurant, inside and also where entrance is permitted only for employees, such as kitchen and other restaurant premises. (Appendix 1.)

Also, important to define for employers to advice your employees to abstain from travelling for some time and travel only after the outbreak and quarantine will be over and even then, if possible, still to hold back from traveling for a month. If employee returned from affected locations, he/she must quarantine for required by health authorities time

Vital to mention to customers that it is preferable to pay with card or other contactless without cash way. If it is not possible for guest to pay with card, it is required to have separate place where to put cash.

It all comes down to SOP regulations, where all rules can be found in structures manner. Standard Operational Procedure (SOP) is a must to read for all employees and employers in order to be aware of actions and measures needed to be taken and performed during respiratory virus outbreak. (Appendix 2.)

In the next paragraph there are ideas and main points considered when referring to menu change and food safety. In this chapter certain actions and ideas exist about menu optimization, safe pick-up and delivery services and additionally such service as ingredients to home, when customer can cook the favourite dish him/herself.

Optimize the menu:
- It includes removing sophisticated and much labour-consuming dishes.
- Leave ones that are needed to be cooked with high enough temperature.
- Stop ordering food and concentrate on what is left in fridges and freezers and stocks.
- If applicable, after the pandemic crisis concentrate on putting new items for health and immune system improvement in order to boost marketing and customers' interest. Example – ginger and horseradish non-alcoholic shots.
- Adjust your menu to all mentioned above.

Pick-up:
- The delivery guy is the only physical human touchpoint that your guest will have with your restaurant, so have training to be hospitable and friendly.
- If applicable to your restaurant and allowed by local authorities- pick-up can be salvatory.
- Promote the pick-up in your channels (more about it in chapter 4.2)
- Allocate the special pick-up place for customers to maintain social distancing, it can be outside of the restaurant and inside as well.
- Put the order inside the special containers and inside the bags.
- Use gloves and mask when putting the order to the designated place.
- If applicable, there is a possibility to create chatbot in messenger in order to make order process faster, easier and completely contactless.

Delivery:

- If applicable to restaurant and allowed by local authorities- delivery can be a safe net for your business.
- Promote the delivery in your channels (more about it in chapter 4.2)
- Delivery employees must use masks, while delivering the order.
- Remember about social distancing and do not give the bad directly to the customer, instead place it somewhere where it is most suitable, when customers see and take steps back.

Ingredients to home:
- Another option and more experience oriented one is to deliver ingredients to customers with instructions how to make the dish at home. Same safety measures are applied here.

In addition:
- Ask for a feedback from customers.
- By having delivery and pick-up services we engage customers.
- Offer promotions for your customers, which they can use after the quarantine, such as free dink card or some discount on certain meal.
- Provide flyers about your restaurant to bring customers during recovery phase.

6.4.4 Intangible Protective Measures

In this chapter author discusses about all possible intangible measures and actions restaurant should take during pandemic outbreak and quarantine in order to minimize losses, keep and even increase reputation and take a maximum benefit from using social media. In this chapter author presents the main points of corporate social responsibility during crisis in restaurant, social media usage, author also talk about increased importance of customer experience management and motivation of employees. Moreover, author prepared press release templates which can be found in Appendix 7.

In this part of crisis management plan the very important role is dedicated to Corporate Social Responsibility. During the pandemic crisis times it is especially important to keep the reputation of the company, promote it through right actions and show the customers that you care. One of the possibilities to do it is to make donations or provide charity. If in a case of donations things can be complicated because of decreased cash flow, in the case of charity it can function. During crisis times many people are left without usual resources, such as homeless people for instance. In every restaurant even during crisis times there is surplus, which is close to the date of expiration, in this case there is opportunity to give extra you have to society that it needs.

Same effect does the catering for pandemic workers, such as medical personnel for instance, who do not have time to cook, but in extreme need of hot and tasty food, which at

some during hard mentally and physically work is considered as remedy. Moreover, people, whose profession is to fight against pandemic spread and fight for lives are in need of also human support and positiveness that comes with food delivery.

Further in crisis management plan takes very important role social media. It is the tool to use in the crisis times in order to translate to the world that restaurant is working, it is safe, attitude of the staff is positive and again to maintain the reputation. Through social media are promoted the positiveness and readiness to still do your work during the pandemic.

In a case of Instagram it is essential to make posts about how you handle the crisis in your restaurant. It can be photo of packed order ready to be delivered, employees in masks and gloves preparing the food, nice wishes to followers. Add "Start Order" button, it is important to put it often into Instagram stories and also make it as highlight, so it can be call to action for the customers to order straight away.

Facebook also offers "Order Now" button. As well, it is vital to post frequently, it can be made easier as there is a possibility to connect Instagram to Facebook and all posts from Instagram to Facebook will be published automatically.

On website it is recommended to put the full menu with all possible channels guests can connect with dining place. Also, there is wonderful possibility to create landing page very fast and for free, if for any reason restaurant does not dispose a website.

Next important point is customer experience. During crisis times it is vital to keep customer experience management on usual level, if not more superior. There are ways to do it such as have positive attitude and customer service mindset, smile, keep attention and be caring. Experience management is supposed to change the perception of customers even during crisis times. In order to keep up with customer experience management during crisis, as the situation in the world changes upside down, it is important to make: new customer journey map and create customer segmentation and increase promotion of your brand through social media and ask for feedback. These tools will help in new situation to adapt quickly and to understand guests better and thus provide great personal changing experience.

There are also simple physical ideas that can create unforgettable experience: sense of humour plays important role, if possible, wear funny or decorated masks, put posters lifting the mood. Another simple, but catching option is to put small cards into the delivery

with nice wishes to your guests. All this will not only keep your guests positive, but also maintain good relations and provide good customer experience management during crisis.

Furter motivation and support of employess is discussed as this is one of the points of successful overcoming of crisis. For employers it is important to be thankful in these times, as workers is the pillar the restaurants are holding on. When there is a possibility – employers should thank employees not only verbally, but by organising mutual gathering after work, giving out the discounts or even giving money bonuses.

As the next essential point author discuses the potential third-party experts and support. Restaurants need the help and advice from some experts. It is important to ask for guidance from sanitary inspection, local health/ hospitality authorities. To keep business floating sometimes it is necessary to go to bank and ask for possible loans. In these types of crises government often offers financial support. There can be hired professional for business recovery consultancy.

One of the essential information that crisis management plan has to have is Press Release Template and examples of it when restaurant has made certain changes of working time and services during and after quarantine. (Appendix 7). Presented in appendices Press Release Template is eligible for restaurant closing after quarantine is announced and for opening, when quarantine is over. It is used by dining place to inform the stakeholders about the state of restaurant at the current moment. In every template such points should be included as name of restaurant date, whom you address., your statement, when and why. What kind of measures are taken and solutions being made and of course new opening hours or hours when your customers can reach you.

The usage of the Crisis management plan can be introduced as additional part for already existing one as in this thesis financial part of the restaurant is not taken into consideration. Another possibility to make this plan as main one and just add missing information as the designed guideline is made this convenient way when restaurant team just has to fill the tables and the blank spaces.

Very important to let the staff to read the SOP document as there are listed all the measures customer service team has to be aware of during pandemic. In the case with poster for employees, the restaurant just can place it in staff area at the visible places to remind the employees about safety rules.

This plan was created for the casual dining restaurants-certain type where table service or a la carte take place. The usual price range of such restaurant is higher than for instance in fast food restaurants plus there is usually wine list is offered along with other alcoholic beverages.

In the conclusion of this chapter it is essential to notice that this thesis' product-Crisis Management Plan exists in PDF document version with tables and designed and structured layout. (Appendix 3.)

7   Discussion and Conclusion

After completing the research and finishing the product author continues discussing the usefulness of the thesis, process itself and what she had learnt.

Author believes that this thesis will be a great use for all the professionals of restaurant industry at a current time, when many losses their profit and clientele, because of needed quarantine, which keeps the spread of virus. Consequently, there are ideas and theory topics that can help to those who are in need of clear guidance during hard times as well as it is applicable for future, where the possibility of diseases is high enough. In this crisis management plan included new trends, that author found while doing research, in social media and digital world, which help to keep engaging the guests and minimize the losses, such as use of chatbot for better handling of orders, keeping up the reputation of restaurant with use of Instagram and remaining high level of customer experience management.

This crisis management plan is written specifically for one type of restaurants-casual dining type including the possibility of delivery and pick-up. Moreover, the thesis is written during the pandemic itself with experience of real restaurants in a real life time.

The process of this thesis included reading of many sources, articles and books about crisis management. One of the troubles was finding recent researches about this topic and especially reliable ones in restaurant industry. Another trouble was for author to get interview form the first restaurant as right now restaurants are super busy with current troubles, but in the end it all turned out to be successful.

The author has learned the importance of crisis management plan in restaurant industry and main points of crisis management during current pandemic, new trends and approaches in current situation as well as right and useful structure, created especially for casual dining type of restaurants.

In conclusion, this thesis aimed to identify current pandemic risks in restaurant industry and find solutions by creating Crisis Management Plan for casual dining restaurant type, which happen to be the most spread and popular type when establishing the dining place.

It can be concluded that thesis includes important theories of crisis management for better understanding of processes as well as research of previous pandemic crises and also the modern solutions, which go with the times.

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Appendices:

Appendix 1: Posters for employers at the working site during pandemic

https://1drv.ms/b/s!ArtWcrW9doPih0rPMOefetxTnd8Y?e=LXDKZE

Appendix 2: SOP for restaurant during infectious disease pandemic

https://1drv.ms/b/s!ArtWcrW9doPih0iDCp5MQWk0dbNi?e=jS5jxN

Restaurant's SOP during Infectious Disease Pandemic

INTRODUCTION

MISSION

To secure staff and customers from spreading the virus as well as support safe working environment.

POINTS

- Hygiene
- Customers
- Communication
- Health

HYGIENE

- Handwashing every 30 minutes.
- Hand sanitizers and wipes are needed to be available everywhere.
- Masks are available and mandatory for all.
- It is a must to wear gloves,
- Scheduled sanitizing of all shared surfaces every 30 minutes.
- Increased cleaning deep sanitisation every day after the last shift
- Ban physical contact (no handshakes, high fives, fist bumps etc.).

CUSTOMERS

- Create a Health Declaration form that all guests must sign before entering the restaurant. They should leave their contact details, so it is possible to contact everyone who dined with you if you need to (e.g. if there is a confirmed case of COVID-19 within the restaurant).
- Only certain amount of guests in the restaurant.
- Explain the measures to the guests the restaurant undertakes.
- Provide antibacterial wipes and sanitisers
- If possible, ask for contactless payment or digital one.
- As a restaurant we are not qualified to give medical advises.

HEALTH

- F&B is not a work-from-home industry so there will always be exposure risks. restaurant team needs to understand these risks.
- Strongly discourage travel to your team at the moment. Anyone who came from the trip must stay at home for 14 days.
- Mandatory temperature checks for the team upon arrival.
- Anyone with a fever or other COVID-19 symptoms, send home.

INSIDE OF THE RESTAURANT

- Set every other table and probably remove some of them .
- Offer a hygienic option for guests to store their masks in during the meal, such as small bags or envelops..
- Wipes and hand sanitizer on every table.
- Deep cleaning of surfaces, utensil and tableware.
- Usage of gloves and masks on the constant basis.

TEAM

- Split your team in two and scheduling so that the 1st team and the 2nd team do not interact in-person, in or outside of work. This limits the impact so if someone on the As becomes ill and the rest of the 1st need to self-isolate, hopefully, the 2nd can still keep working.
- Might be a need of conversation about cutting the salary or having unpaid leave.

MANAGING THE FOOD & BEVERAGE

- Reduce menus to help with food costs and wastage.
- Decrease raw proteins, specials and lowest selling menu items.
- Work with suppliers to ensure quality and freshness of product and produce.
- Keep small inventories

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SOCIAL MEDIA

- Put in all social media channels the full menu and possibility to order
- Post frequently
- Ask for feedback from customers
- Make new customer segmentation
- Make new customer journey map

Stay Safe

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https://1drv.ms/b/s!ArtWcrW9doPih0e-TM6MALBJLirG?e=BmxDPS

Appendix 4. Interview with "T" restaurant in Helsinki airport.

1. When did the management start to concern about corona?

When the first cases came to Europe, after which it didn't take long before flights to and from China got cancelled. In the beginning of February I was asked to save significant amount of working hours. This was because the forecast of customers would already be affected by the virus.

2. When did you start taking measures? What kind of measures?

Almost right away when the virus was reported daily in the media. When I sent out the new schedules, of course there was a decrease in working hours for the staff, so that had to be explained. In there the importance of staying save from the virus was addressed as well including instructions on how to wash hands and to keep distance.
From company level there has been several instructions posted on our communication platform, where guidelines from the local health authorities were followed.
We advised our guests to pay as much as possible with card or phone and contact less. We still accepted cash, but cash was not given straight from hand to hand, but instead placed on a special plate in front of the cashier. In addition there was always hand sanitizer and/or hand soap available for staff and guests.

3. Do you have already the Crisis Management Plan or Business Continuity Plan?

This is now ongoing. The whole company is currently temporarily laid off, all units are closed. Higher management is working on and executing a plan for business continuation.

4. Which measures were applied to employees? Less shifts? Paid holiday?

Before we had to start laying off our staff temporarily, we offered staff to take early summer holidays, which is usually only available from the 2nd of May. There was automatically less shifts for everyone. If an employee did not feel comfortable to come to work due

to the corona situation we allowed unpaid leave or is some cases payed sick leave without doctors notice.

5. What parts of restaurant are open now?

Everything is closed. In our restaurant this went gradually. First measure was to close A la carte service. We still sell all the menu items, but only from deli and bar. Next step was closing the bar and kitchen and limit the opening times (from 24/7 to 6-18), so we had only deli open where we sold sandwiches and salads, drinks, coffee etc. Eventually we closed everything.

6. How the kitchen works right now and what they cook?

Closing down the kitchen went also gradually. When it became clear we were not going to make much sales we stopped ordering any products and decided to cook what we have in house until we run out. This lead to having a limited menu with pizza, burgers, soup and pasta. We also served steak until the end. While doing this we also focused on the airport staff with special ID offers.

7. Which preventive measure do you use? Masks, gloves, disinfection, defined space between the guests?

We used gloves, disinfection and of course to keep space in between guests. We have never offered masks to our employees, but never forbid them from wearing their own. Towards the closing time there was a majority of the staff that did not feel comfortable coming to work and they were allowed to stay home.

Appendix 5. Interview with Kitchen Head Manager restaurant "G".

1. Which measure do you take while delivering the orders?

We use masks and gloves, keep distance between delivery staff and customer. We pack our food into special paper containers and our delivery guy does not touch them only bag where it delivered in. We deliver free within 7 km from the restaurant.

2. Do you have pick-up services?
Yes, we do.

3. How does it function?

We go out when guest comes to the restaurant and place the order outside and customer takes it. They order food through phone and pay contactless with MobilePay.

Appendix 6. Restaurant Delivery Customer Journey Map.

https://1drv.ms/b/s!ArtWcrW9doPih0Uz7pKZKUgYCxlZ?e=qQMbZv

Appendix 7. Press release template

Template:

Whom you address.

Statement, when and why.

Measures taken and solutions.

Opening hours.

Phone number, website, social media information.

Motto (not necessary).

Date.

Example for closing:

Dear guests!

We, (name of the restaurant), closed our inside services on date/month in order to hold the spread of virus to keep you and our employees safe.

But, to be able to still make you enjoy your favourite meal, we offer delivery and pick-up services. We assure that all needed precautions and measures are taken to keep secure and healthy environment in our restaurant.

We open from 00:00 till 00:00 every day.

For pick-up and delivery service call us to number … or order via our website or social media.

"We make food to make your stay at home enjoyable".

Date.

Example for opening:

Dear guests!

We, (name of the restaurant), opened our doors for you! On date/month we finally could start working in usual pace and now welcome all to enjoy our meal in familiar and cosy ambience. We must thank everyone who supported us during the past crisis.

We open 00:00 till 00:00 every day.

For pick-up and delivery service call us to number … or order via our website or social me-dia.

Date.

PANDEMIC CRISIS MANAGEMENT PLAN FOR RESTAURANT

PREPARED BY:

Varvara Blokhina

EXECUTIVE SUMMARY

This Crisis Management Plan is strategic document used by the company in time of Influenza pandemic in order to minimize losses and save the business. It provided guidance for actions needed to be taken during pandemic and guidance for business recovery. Also, it proves the structure of communication between departments with different duties as well as roles and responsibilities of personnel. There are listed possible authorities and supporting agents of restaurant. Also key messages and statements for media and personnel.

The Crisis Management Plan is consisted of three main parts. The first part "Introductory section" gives an idea about the company, its structure, stakeholders, crisis management team and its responsibilities. Second part "Emergency Response" is opening up the first actions needed to be taken in order to response quickly and in a right way to outbreak. The last part "Crisis Management" contains the actions essential for keeping the business and its recovery, such as necessary key messages, communication plan and protective measures.

TABLE OF CONTENT

COMPANY

Name of the restaurant:

Date of foundation:

Location:

Type:

Cuisine:

Motto:

Value and Vision:

CONTACTS

Here are supposed to be listed the phones of such department as:

Leadership Management, Crisis Management Team, Public Relations, Suppliers, IT. All numbers that can be contacted in order to inform about current situation.

PURPOSE OF CRISIS MANAGEMENT PLAN

The purpose of this crisis management plan is to handle difficult and unstable situation with possible pandemic and help restaurants to minimize losses, recover the business and keep motivation and spirit of company during crisis and after it is over.

INFLUENZA PANDEMIC BACKGROUND

The World Health Organisation released the Pandemic Influenza Phases table, according to which it is possible to determine the severity of pandemic.

WHO Pandemic Influenza Phases (2009)	
Phase	**Description**
Phase 1	No animal influenza virus circulating among animals have been reported to cause infection in humans.
Phase 2	An animal influenza virus circulating in domesticated or wild animals is known to have caused infection in humans and is therefore considered a specific potential pandemic threat.
Phase 3	An animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks.
Phase 4	Human to human transmission of an animal or human-animal influenza reassortant virus able to sustain community-level outbreaks has been verified.
Phase 5	The same identified virus has caused sustained community level outbreaks in two or more countries in one WHO region.
Phase 6	In addition to the criteria defined in Phase 5, the same virus has caused sustained community level outbreaks in at least one other country in another WHO region.
Post Peak Period	Levels of pandemic influenza in most countries with adequate surveillance have dropped below peak levels.
Post Pandemic Period	Levels of influenza activity have returned to the levels seen for seasonal influenza in most countries with adequate surveillance.

CRISIS MANAGEMENT TEAM

List of the names of assigned duties to crisis management employees. To make it more clear and easy to read, it is better to make it a table. In the restaurant there must be crisis manager, employee liaison, spokesperson and legal advisor at least.

Name, Surname	Office	Duties	Phone number
	Crisis manager	-Key decision maker -Provides guidance to the other team members	+
	Employee Liaison	-Representative for employees -Liaison between organization and their employees	+
	Spokesperson	-Contacts media -Announces any new developments in a given crisis -Liaison between the organization and the public	+
	Legal advisor	-Responsible for legal issues and actions according to the law	+

CRISIS LEADERSHIP TEAM

List here the names, office and duties of leadership team of the restaurant e.g. founder, CEO, all executive and senior vice presidents.

Name, Surname	Office

CRISIS TEAM RESPONSIBILITIES

Crisis team responsibilities include preparation of the plan for pandemic crisis, monitoring of dependable information, constantly informing all stakeholders about situation, releasing accurate and reliable information and determination of the best actions and strategies for restaurant

CRISIS TEAM MISSION

Crisis Team mission is to ensure safety of customers and employees, save business and keep reputation of a company.

KEY PUBLICS AND STAKEHOLDERS

- Customers
- Employees
- Suppliers farmers
- Caterers
- Competing companies/restaurants
- Sponsors
- Outsource companies and manpower
- Media
- Farmers
- Food/Hospitality associations

EMERGENCY RESPONSE

Emergency response should start at the latest when country authorities announced pandemic to be national threat.

EMERGENCY RESPONSE CHECKLIST

Crisis Management Team
- Assign Crisis Manager who will be accountable for managing the crisis situation in the restaurant and coordination personnel
- Assemble crisis management team, divide responsibilities between employees, if it did not exist before

Identify the Crisis
- Determine the level of the pandemic situation and prepare all information that would be needed
- Coordinate with the Crisis Management Team

Asses and Review Pandemic Crisis
- Gather and record all facts
- Asses potential damage to all stakeholders
- Determine the format of the Crisis Communication team meeting, either face-to-face or conference call
- Contact all employees to ensure their safety and inform them about situation

Meeting of Crisis Management Team
- Debrief the crisis, including recent updates
- Planning of the crisis response

Crisis Management Response
- Ensure execution of a crisis response
- Create key messages and public statements for the spokesperson

DUTY COMMUNICATION SYSTEM

The best way to handle the communication is to choose communication system and adopt it to your restaurant. In independent restaurants the communication system has to be reasonably simple : **Command** in charge of managing the crisis, **Operations department** (Food&Beverage, Suppliers, Customer Service, Marketing), **Planning and Intelligence** (gathering the information, **Logistics** and **Finance&Administration**.
This system is called **ICS (Incident Comunnication System).** Appendix 1.

In chain of restaurants or dining locations which were founded by provider of food and beverage services the more sophisticated system needs to applied. Here there is also Crisis Management Command exists, but it reports to **higher authority**. There is **office** exists which reports all gathered and filtered information to CM, then **Public relations department**, department which is responsible for **implementing the decisions**, department which **communicates with outside stakeholders** and also department which **gathers information** and finally **advisory centre.** More about systems and how to choose appropriate one in Appendix 1 and 2.

COMMUNICATION PLAN.

CHANNELS

Channel	Who	How
External	Customers, caterers, sponsors, competition, media, farmers, outsource companies.	Website, social media, customers mail, press release, posters.
Internal	Employees, employers, suppliers, outsources manpower.	Internal Corporate Communication platform, meetings, email, messengers, posters, SOPs.

KEY MESSAGES

Message to the customers:

Reassure your guests that you take all needed
measures during the outbreak of pandemic situation in order to keep
your staff and customers healthy and safe. Be constant with messaging
through channels and also reply to your customers comments. Indicate
that, restaurant is continually
working on how to improve the safety our of customers and employees.

Message to the employees:

Honest talk with your employees. Talk about measures
thy have to take before coming to the work, during and after the shifts.
Reading of SOPs is a must. If necessary, provide paid leave or sick
leave or unpaid leave or early summer holiday.

Message to suppliers:

Show respect and readiness to work further, but
in current situation to enhance the safety of food. Drinks and supplied
goods. Also, if it would be applicable ask for discount or special
offers.

Message to landlord (if you rent the premises):

Ask for allowance of discount or shift of the rent with possibility to pay
off later.

Message for media:

Assurance for the media that restaurant takes
all precautions and measures suggested by country and local
authorities and even more such as charity or another acts of Corporate
Social Responsibility.

SPOKESPERSON MUST FOLLOW

- Never say "No comment".
Instead, give as much information as
you know to stakeholders or say that you do not dispose wanted
information.

- Speak in a language everyone understands.
It refers in general to language spoken
in the company and/or in the country, but also professional jargonises.

- Be brief.

- Correct any inaccuracies.
If someone comments the information
inaccurately, politely fix it, mentioning real and true data.

- Never answer "what if" questions.
It is hypothetical information, not accurate
one.

- Be professional, sincere and concerned.

PHYSICAL PROTECTIVE MEASURES

- Disinfection

Disinfection of restaurant premises thoroughly every day after the last shift, usage of hot water, usage of approved chemicals, constant washing the high-touch surfaces, such as counters and touch pads.

- Hand washing

Before shift and during every 30 mins.

- Masks and gloves.

It is a must to wear gloves and masks for customer service employees, gloves has to be changed accordingly, masks has to be available at employees disposal, they can be one time use or multiple times use.

- Stay at home.

If the employee shows any sign of pandemic influenza disease, it is always better to stay home or immediately go home from work if mentioned above occurs. In the last case, it is necessary to keep control on sick employee and make a list of people he/she contacted.

- Self-control.

Employees must check themselves every day before going to work in a case they have fever or any other sign of influenza.

- Customers.

Ask guests to keep the distance. Have at customers' dispose sanitizers and anti-bacterial wipes. Discourage customers from bringing pets — except service animals, if not possible, have outside waiting areas.

PHYSICAL PROTECTIVE MEASURES

- Operations.

Remove salad bars, buffets, and beverage service stations that require customers to use common utensils or dispensers.

- Posters.

To employees and customers there are posters available in the restaurant premises, showing the main points of staying safe during influenza outbreak. They have to be put on visible places outside of restaurant, inside and also where entrance is permitted only for employees, such as kitchen and other restaurant premises. Appendix 3.

- Standard Operational Procedure.

This Standard Operational Procedure (SOP) is a must to read for all employees in order to be aware of actions and measures needed to be taken and performed during influenza outbreak.

- No travelling.

Advice your employees to abstain from travelling for some time and travel only after the outbreak and quarantine will be over and even then, if possible, still to hold back from traveling for a month. If your employee returned from affected locations, he/she must quarantine for required by health authorities time

- Preferred card payment.

Mention to your customers that it is preferable to pay with card or other contactless way. If it is not possible for guest to pay with card, it is required to have separate place where to put cash.

FOOD

Optimize the menu:
- It includes removing sophisticated and much labour-consuming dishes.
- Leave ones that are needed to be cooked with high enough temperature.
- Stop ordering food and concentrate on what is left in fridges and freezers and stocks.
- If applicable, after the pandemic crisis concentrate on putting new items for health and immune system improvement in order to boost marketing and customers' interest. Example – ginger and horseradish non-alcoholic shots.
- Adjust your menu to all mentioned above.

Pick-up:
- If applicable to your restaurant and allowed by local authorities– pick-up can be salvatory.
- Promote the pick-up in your channels.
- Allocate the special pick-up place for customers to maintain social distancing, it can be outside of the restaurant and inside as well.
- Put the order inside special containers and inside the bags.
- Use gloves and mask when putting the order to the designated place.
- If applicable, there is a possibility to create chatbot in messenger in order to make order process faster, easier and completely contactless.

FOOD

Delivery:
- If applicable to restaurant and allowed by local authorities- delivery can be a safe net for your business.
- Promote the delivery in your channels
- Delivery employees must use masks , while delivering the order.
- Remember about social distancing and do not give the bad directly to the customer, instead place it somewhere where it is most suitable, when customers see and take steps back.

Ingredients to home:
- Another option and more experience oriented one is to deliver ingredients to customers with instructions how to make the dish at home.
- Same safety measures are applied here.

In addition:
- Ask for a feedback from customers.
- By having delivery and pick-up services we engage customers.
- Offer promotions for your customers, which they can use after the quarantine, such as free dink card or some discount on certain meal.
- Provide flyers to bring customers to the restaurant.

CORPORATE SOCIAL RESPONSIBILITY

During the pandemic crisis times it is especially important to keep the reputation of the company, promote it through right actions and show the customers that you care.

One of the possibilities to do it is to make donations or provide charity. If in a case of donations things can be complicated because of decreased cash flow, in the case of charity it can function. During crisis times many people are left without usual resources, such as homeless people for instance. In every restaurant even during crisis times there is surplus close to the date of expiration, why not to give extra you have to society that it needs. Same effect does the promoting the positiveness and readiness to still do your work during the pandemic through social media.

SOCIAL MEDIA

Social media is the tool to use in the crisis times in order to translate to the world that restaurant is working, it is safe, attitude of the staff is positive and the most is to maintain the reputation.

INSTAGRAM

Make posts about how you handle the crisis in your restaurant. It can be photo of packed order ready to be delivered, your employees in masks and gloves preparing the food, nice wishes to your followers. Add "Start Order" button, put it often into your stories and also make it as highlight, so it can be call to action for the customers to order straight away.

FACEBOOK

Here it is also possible to put "Order Now" button. As well, do not forget the posts, there is possibility to connect Instagram to Facebook and all posts from Instagram to Facebook automatically.

WEBSITE AND LANDING PAGE

Website:
Put all menu out there with all possible channels your guests can connect with you.

Landing page:
Another good idea is to create a landing page, if you do not dispose a website. It is easy and most of the times for free.

CUSTOMER EXPERIENCE MANAGEMENT DURING CRISIS

During crisis times it is vital to keep customer experience management on usual level, if not more superior. There are ways to do it such as have positive attitude and customer service mindset, smile, keep attention and be caring. Create new **Customer Journey Map**, **Customer Segmentation, increase social media branding and ask for feedback.** Sense of humor also plays important role, if possible, wear funny or decorated masks, put posters lifting the mood. Another option is to put small cards into the delivery with nice

wishes to your guests. All this will not only keep your guests positive, but also maintain good relations and provide good customer experience management in bad times.

MOTIVATION OF EMPLOYEES

One of the points of successful overcoming of crisis is to support your employees. Be thankful in this times and when there is a possibility – thank them not only verbally, but organize mutual gathering after work, give out the discounts or even give money bonus.

POTENTIAL THIRD-PARTY EXPERTS AND SUPPORT

You will need the help and advice from some experts. Ask for guidance from sanitary Inspection, local health/ hospitality authorities. To keep business floating sometimes it is necessary to go to bank and ask for possible loans. In these types of crises government often

offers financial support. There can be hired professional for business recovery consultancy.

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PRESS RELEASE TEMPLATE

This Press Release Template is eligible for restaurant closing after quarantine is announced and for opening, when quarantine is over.

Template:

Whom you address this release.

Statement, when and why.

Measures taken and solutions.

Opening hours.

Phone number, website, social media information.

Motto (not necessary).

Date.

Example for closing:

Dear guests!

We, (name of the restaurant), closed our inside services on date/month in order to hold the spread of influenza to keep you and our employees safe. But, to be able to still make you enjoy your favorite meal, we offer delivery and pick-up services. We assure that all needed precautions and measures are taken to keep secure and healthy environment in our restaurant.

We open from 00:00 till 00:00 every day.

For pick-up and delivery service call us to

number ... or order via our website or social media.

"We make food to make your stay at home enjoyable".

Date.

PRESS RELEASE TEMPLATE

Example for opening:

Dear guests!

We, (name of the restaurant), opened our doors for you! On date/month we finally could start working in usual pace and now welcome all to enjoy our meal in familiar and cozy ambiance. We must thank everyone who supported us during the past crisis.

We open 00:00 till 00:00 every day.

For pick-up and delivery service call us to number ... or order via our website or social media.

Date.

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Date.

APPENDICES

Appendix 1. ICS (Instance Command System)
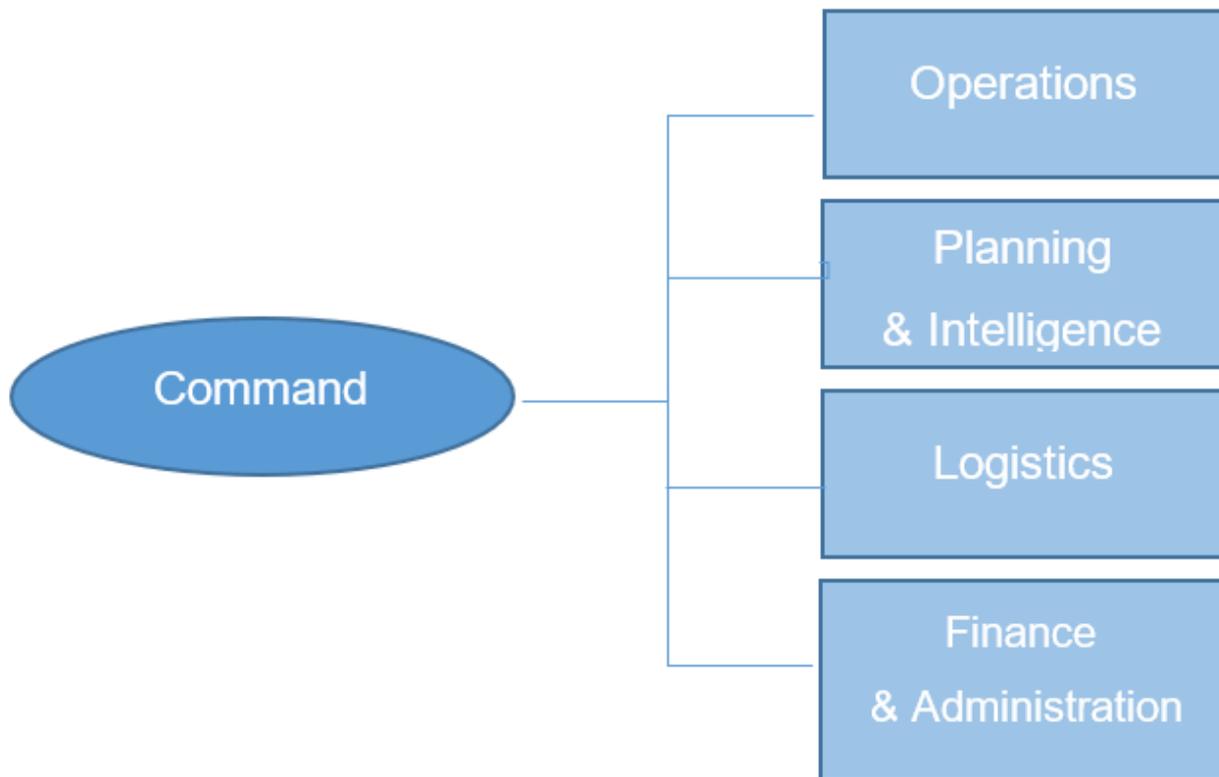
 Incident Commander, who is from the beginning has authority of managing the crisis and other departments, such as planning and intelligence (gathering the information and evaluation), operations (for example, Food&Beverage, Suppliers, Customer Service), Logistics (Suppliers) and Finance&Administration.

This system could be successfully implemented in independent restaurants, which operate by themselves and have relatively simple system, where the employers and employees of restaurant can take few position at the same time during crisis and successfully multitask using this quite simple and straight ICS system. The system can expand and have additional clusters depending on size of crisis.

APPENDICES

Appendix 2. CMSS (Crisis Management Shell Structure)
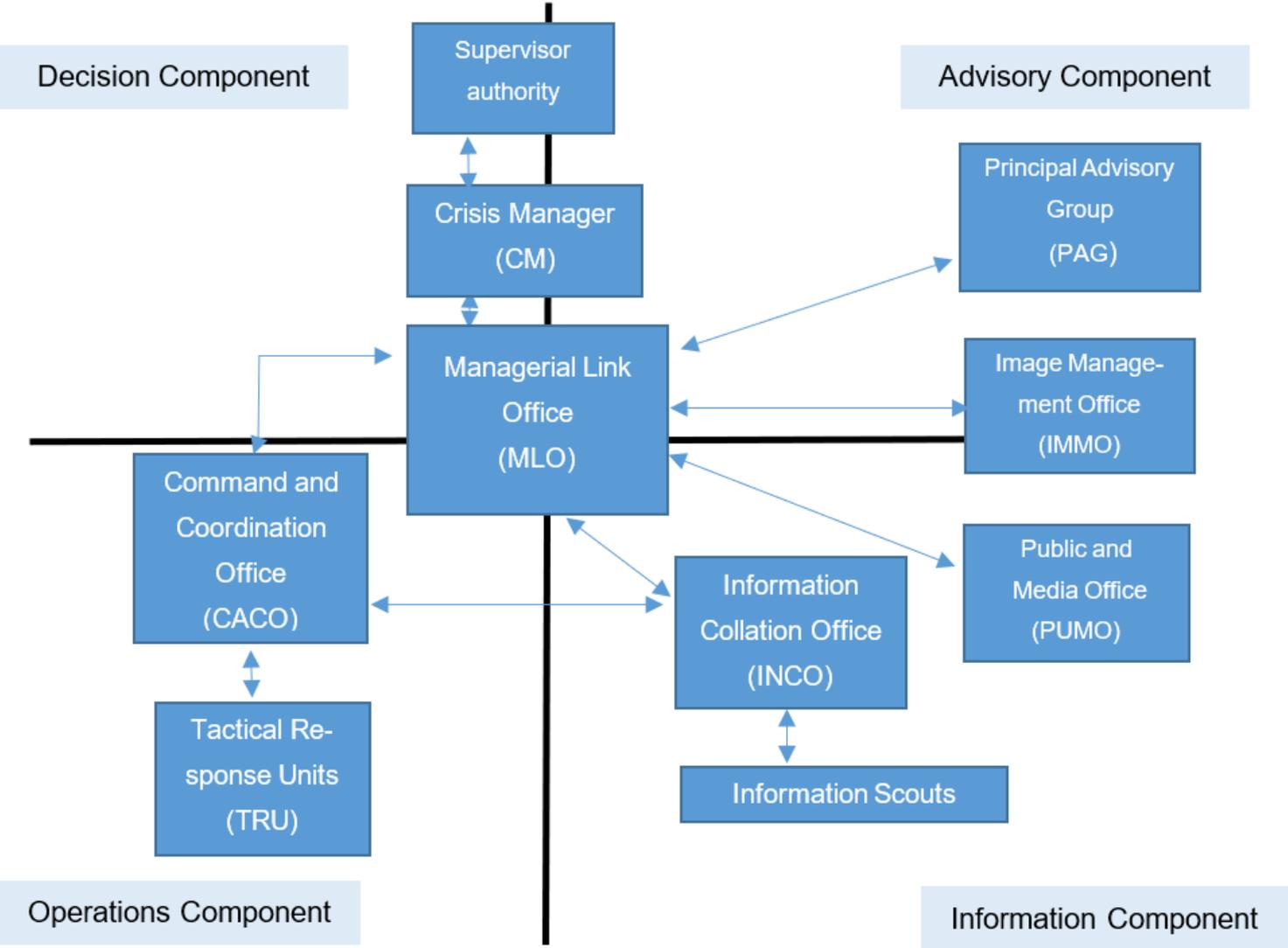
Certain system is very applicable for big restaurants with complex career hierarchical ladder, where we can observe a lot of employees, including quite large leadership team. For instance chain of restaurants or restaurants with big food providers.

Restaurant's SOP during Infectious Disease Pandemic

INTRODUCTION

MISSION

To secure staff and customers from spreading the virus as well as support safe working environment.

POINTS

- Hygiene
- Customers
- Communication
- Health

HYGIENE

- Handwashing every 30 minutes.
- Hand sanitizers and wipes are needed to be available everywhere.
- Masks are available and mandatory for all.
- It is a must to wear gloves,
- Scheduled sanitizing of all shared surfaces every 30 minutes.
- Increased cleaning deep sanitisation every day after the last shift
- Ban physical contact (no handshakes, high fives, fist bumps etc.).

CUSTOMERS

- Create a Health Declaration form that all guests must sign before entering the restaurant. They should leave their contact details, so it is possible to contact everyone who dined with you if you need to (e.g. if there is a confirmed case of COVID-19 within the restaurant).
- Only certain amount of guests in the restaurant.
- Explain the measures to the guests the restaurant undertakes.
- Provide antibacterial wipes and sanitisers
- If possible, ask for contactless payment or digital one.
- As a restaurant we are not qualified to give medical advises.

HEALTH

- F&B is not a work-from-home industry so there will always be exposure risks. restaurant team needs to understand these risks.
- Strongly discourage travel to your team at the moment. Anyone who came from the trip must stay at home for 14 days.
- Mandatory temperature checks for the team upon arrival.
- Anyone with a fever or other COVID-19 symptoms, send home.

INSIDE OF THE RESTAURANT

- Set every other table and probably remove some of them .
- Offer a hygienic option for guests to store their masks in during the meal, such as small bags or envelops..
- Wipes and hand sanitizer on every table.
- Deep cleaning of surfaces, utensil and tableware.
- Usage of gloves and masks on the constant basis.

TEAM

- Split your team in two and scheduling so that the 1st team and the 2nd team do not interact in-person, in or outside of work. This limits the impact so if someone on the As becomes ill and the rest of the 1st need to self-isolate, hopefully, the 2nd can still keep working.
- Might be a need of conversation about cutting the salary or having unpaid leave.

MANAGING THE
FOOD & BEVERAGE

- Reduce menus to help with food costs and wastage.
- Decrease raw proteins, specials and lowest selling menu items.
- Create new items for immune system improvement to increase sells.
- Work with suppliers to ensure quality and freshness of product and produce.
- Keep small inventories
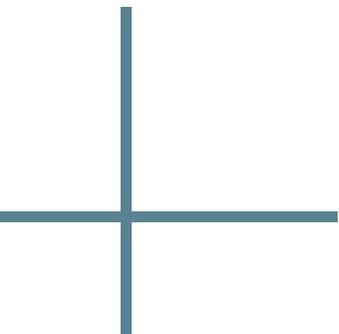
SOCIAL MEDIA

- Put in all social media channels the full menu and possibility to order
- Post frequently
- Ask for feedback from customers
- Make new customer segmentation
- Make new customer journey map

Stay Safe

PROTECT YOURSELF AND OTHERS

WASH YOUR HANDS

Wash your hands often with soap and water for at least 20 second every time after bathroom, after encountering with the guest, after cleaning the surfaces, before and after putting or delivering the food.

AVOID CLOSE CONTACT

Keep distance between yourself and guests and your colleagues. .

WEAR A MASK AND GLOVES

Wear it in the right way so it will cover appropriately your mouth and nose and sides of the face. The mask is supposed to be laundered frequently or be disposed . Gloves are needed to be worn all the time, when touching the food and surfaces.

CLEAN AND DISINFECT SURFACES

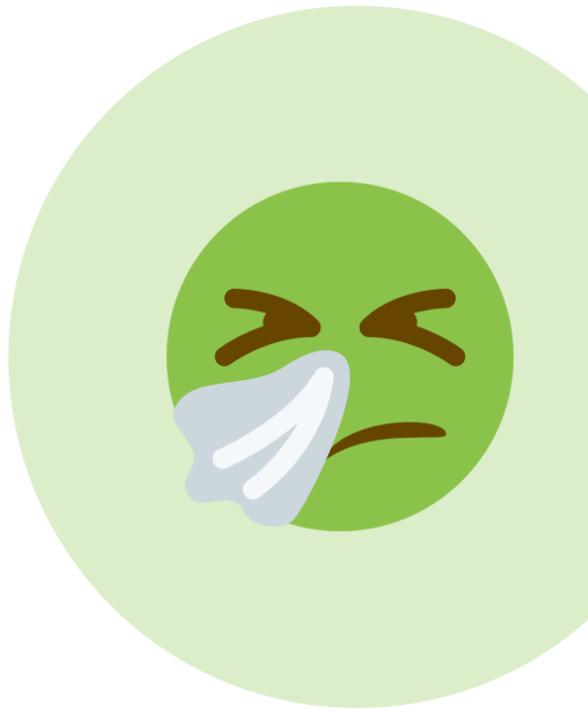Clean and disinfect surfaces with detergents, that are proved to be effective.

PROTECT YOURSELF AND OTHERS

DO NOT TOUCH YOUR FACE

COVER COUGHS AND SNEEZES

Remember to cover your nose and mouth when you sneeze or cough with tissue or with elbow.

IF YOU FEEL SICK-STAY HOME

When it seems that even slightly you do not feel good-stay home, do not put others into danger.

Restaurant Delivery Customer Journey Map
JOURNEY MAP

Rest
PROJECT

12 May 2020
EXPORT DATE

CREATED WITH SMAPLY TRIAL VERSION

Untitled Stage

| Wishes to have good dinner | Has a desire to go through picture | Makes sure he wants food from e: | Feels slight hunger, but exciteme | Feels desire to eat as soon as pos | Feels that it is easy system to pay | Feels urge | Feels good as just received a call | Feels satisfaction from tasty and | Feels super valued |

Customer CUSTOMER'S WISHES

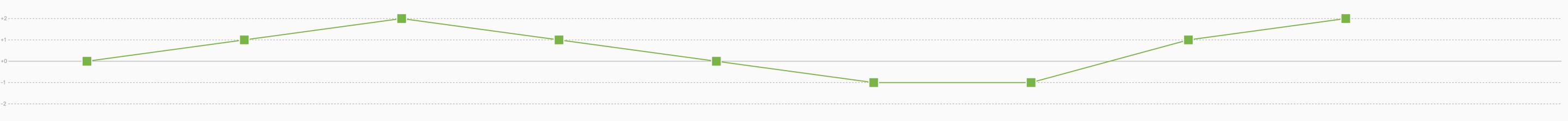| Wishes to have good dinner and not to cook even during quarantine | Has a desire to go through pictures and see if restaurant is open and how it handles the crisis | Makes sure he wants food from exactly this restaurant | Feels slight hunger, but excitement when seeing tasty food pictures | Feels desire to eat as soon as possible | Feels that it is easy system to pay with | Feels urge | Feels good as just received a call | Feels satisfaction from tasty and well packed food and from positive with a mask and gloves delivery guy | Feels super valued |

Customer CUSTOMER'S ACTIONS

| Goes to Instagram | Finds his favorite restaurants he follows | Chooses one and goes through Instagram feed and then clicks on website link | Chooses the dishes and a drink | Calls the restaurant and orders | Pays through Mobile Pay | Waits | Gets a call, goes down | Picks up food and exchanges few words with friendly delivery guy on a distance | Finds small greeting card in the bag |

Customer CHANNEL OVERVIEW

- Instagram
- Website
- Phone call
- Delivery guy
- Mobile Pay

Customer EMOTIONAL JOURNEYS

Customer WEAK POINTS

| | Restaurant could be not on social media, or if there, not enough pictures and information in the feed. | No link to external ordering channels on Instagram | | | Restaurant maybe does not dispose contactless payment, which makes process more difficult and undesirable | Can be long waiting time, in this case say beforehand what is wait time | Call 5 mins before, so customer has time to get down | Not warm or cold enough food, not friendly enough delivery service, not good of safe enough package | |