

TITLE OF THE CASE STUDY:

Small businesses adapting to the COVID-19 pandemic?

Name of the organisation:

DARO

Country and sector of the organisation:

BULGARIA, hospitality

Type of organisation:

- Private organization

Size of the organisation:

- small

Brief description of the organisation:

DARO is a small bistro in the centre of Sofia. It was established in 2016 and is currently employing around 8 people.

Short description of the case study (500 characters)

Small businesses and family companies are the ones that can be said were the most impacted from the pandemic. Many of them do not want to take advantage of the state support for business, as they do not meet the requirements. Darin Stoykov manages the bistro "Daro" in the centre of Sofia and describes their strategy face to the COVID-19 emergency situation and how did they handle the lockdown. It is interesting to analyse what activities they have implemented in order to keep their staff.

Key words:

Lockdown, hospitality, family business, measures, reputation, adaptivity, food deliveries

BEST PRACTICE PROFILE

DETAILED DESCRIPTION

Mr Darin Stoykov says that the first two weeks after the declaration of the state of emergency, were a nightmare, because it was extremely unknown situation to everyone. Whatever decision was taken, it was wrong, it was changed and changed every next day. On the 13th of March, when the government announced the first lockdown, they closed our small restaurant for an unknown period of time. And we could open and work only for home deliveries. All this reflected negatively to him and his staff.

Prior to the pandemic, a significant part of the turnover of Darin's bistro was generated by foreigners. However, there were restrictions on international travel, one of the main sources of income for him. In March, their turnover per day fell to BGN 70-80 per day, with almost 7-8 times more during the same period a year later. For information 70 BGN is equal to 35 EUR...

Darin has initiated several measures. What was most important for him was to change the way of accounting as it was now necessary to take into consideration the decrease of turnover and the risk if someone gets the COVID virus. When you have 1 or 2 chefs it is really important to keep them motivated and to do as much as you can to keep them in good health. The company started to plan on short-term. They started deliveries through different platforms and smartphone apps: foodpanda, Deliveroo etc.

In this case it wasn't possible to work from home, so waiters were helping into administration and deliveries.

RATIONALE

Main motives for this strategy were to keep the business and to adapt quickly to the situation. The owner of the business knew that he had to concentrate all his efforts to e-commerce and deliveries. All his staff members were involved into this new way of work.

Of course, need has changed so he had to change some of the duties of his staff. Unfortunately, they faced lots of problems : lack of motivation, fear of losing job, fear of failure... Darin was afraid that the quality of the food he was providing before will decrease as with food deliveries you cannot always keep the presentation of the food, plating and temperature.

He understood the importance for the future of the company to make from the workplace a more positive environment and to maintain optimistic attitude towards hard times.

GOALS

He aimed to :

- keep his employees
- develop a new way of “giving pleasure to customers by food” with home deliveries
- make changes to their menu because of the new way of “serving” the food

- build trust as he was hoping that after the lockdown people who were eating at his restaurant will come back to eat there
- keep the good reputation of the company

IMPACT

It was stressful for all their team but they are sure that long-term impacts are positive as this crisis helped them to make a diversification: change the menu, propose catering for events or home parties, open a new way of commerce with food deliveries.

LESSONS LEARNED

Leader of the company Darin Stoykov and his employees learnt that loyal clients are the biggest force of a restaurant. They learnt that challenges are those that make us grow and difficult times are showing us new opportunities.

They developed skills as management and vision for the future needs of the customers. All the team of DARO bistro developed team management skills as they were responsible for delivering food in the best way possible.

MATERIAL





REFERENCES

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