



POST COVID-19 DISSRUPTION PERFORMANCE, CHALLENGES & OPPORTUNITIES FOR STARTUPS

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Abstract : Companies that is in their initial stage of the business are called as startups they we can say startups helps in development of our economy they create a lot of job opportunities and they come up some innovative product or services , even though startups are small firms they play a major role in the economic growth. In India almost more than 100 million jobs are generated from startups and not from the big successful companies

Covid -19 pandemic was big hurdle for this startups , lockdown measures had affected their business very badly, The main purpose of the study is to analyse the problems faced by the start-ups & evaluate the performance of start ups post COVID. . Primary data is used as the major tool for the data collection. The findings of the study has reveled that most of faced the problem of payment of salaries to their employees & money management was the major problem for the startups

Key words: Startups, COVID-19 pandemic, performance of startups

1 INTRODUCTION

Start-up organisations are newly born businesses which combat for existence. These entities are mainly shaped based on extraordinary thoughts and develop to succeed. startups usually perform differently. it doesn't necessarily mean that they are inventing a whole new industry, but most of the time startups come up with different thought or idea than the companies that are already there, they try to innovate things

Indian startup ecosystem is the third largest in the world and we can say that it is attracting so many investors. The impact of successful startups in India is not just felt in India , but across the world, because most of the Indian startup product and services are available in the international market as well. Few of the most successful startups in India are CRED, Swiggy, Byjus, Paytym, Ola, OYO, InMobi, PharmEasy

COVID19 was declared as global health emergency .we all know that 2020 was highly challenging for the global community. The spread of the novel corona virus, regarded as COVID-19, has led to an unprecedented health crisis in nations across the world. The disaster has had an major and serious impacts on all components such as , how people communicate, work, produce, trade, eat and live.

Many big industry had huge loss due to COVID-19 Lockdown measures became big hurdle for many start-ups. Lockdown measures made enterprise continuity impossible & nearly each and every business enterprise had gone through some challenges just to proceed at some degree of operation

Now its time for the start-ups to concentrate on their key areas that will help them to stabilize in the new environment and strategise for what next.

The study aims to shed some light on the start-ups & highlight the challenges, performance and opportunities of start-ups post COVID

1.1 IDENTIFICATION OF RESEARCH GAP

- Although previous researchers have discussed about the start-ups .Challenges and opportunities of start-ups, impact of COVID-19 on start-ups. The process involved in start-ups But it was not specific to performance of the IT and Food start-ups post COVID. The performance of start-ups in the new normal is not studied & it's a new concept. This study is based on various financial and other problems faced by the start-ups, Performance of start ups post COVID i.e the quality of their performance in the new normal and what type performance is given more importance either the financial performance or non-financial performance, and this study also includes about the various opportunities for start-ups due COVID-19 pandemic and also the different strategy used by the start –ups to survive in the new normal. Where the study is not made on Post COVID-19 disruption performance, challenges and opportunities for start-ups It was found to be gap based on literature review. Hence have been dealt with in this study.

1.2 RESEARCH QUESTIONS

1. Is there any significant level of awareness among the budding entrepreneurs about the Government schemes available for start-ups?
2. Is there any change in performance of start-ups pre & post COVID?

1.3 OBJECTIVES OF THE STUDY

- To analyse the problems faced by the start-ups.
- To find out the awareness among the budding entrepreneurs about the government schemes available and opportunities for start-ups.
- To evaluate the performance of start ups post COVID.

1.4 RESEARCH HYPOTHESIS

- H_0 : There is no significant difference between problems faced by the start-ups and impact of COVID-19 on organisations revenue
- H_0 : There is no significant change in performance of start-ups post COVID.

1.5 RESEARCH METHODOLOGY

For the purpose of this research project data was collected through primary source and secondary source.

PRIMARY DATA

Questionnaire method was used for data collection. A survey was conducted on 50 start-ups in Mangalore city

SECONDARY DATA

Information was collected from magazines, research journal, books, news papers and website for the purpose of study.

Selection of sample:

Mangalore city is chosen for the purpose of the study. Systematic sampling technique under probability sampling has been taken as the sampling technique based on the purpose of the study. Responses were collected through questionnaire. The data has been statistically analysed through SPSS and conclusions is been drawn

1.6 STATISICAL TECHNIQUE

Statistical techniques employed are as follows

- Percentage analysis
- Chi Square
- Fishers Test
- Correlation

DATA EVALUATION

The data collected was codified and tabulated using percentage method .Graphical methods of presentation of data is used to present the findings and give suggestion based on finding

1.7 SOCPE OF THE STUDY

This study is made on start-ups and their performance post COVID. This research is restricted to Start-ups in Mangalore City only .This includes start-ups in of IT and Food sector. The sample size of the study will be 50.

1.8 NEED OF THE STUDY

The need of the study is to know the performance of start-ups in the new normal, the various problems faced by them and the methods to overcome this problem and also to create awareness about the various government schemes available for the start-ups & the benefits associated with it.

1.9 GEOGRAPHICAL FRAMEWORK

Mangalore city was selected for the present study.

1.10 LIMITATION

- The study will be limited to only the start-ups in Mangalore City.
- Most of the questionnaire was distributed during business hours so the respondents did shown much interest.
- Time constraint is the Major limitation.

2.LITERARTURE REVIEW

Stavros Kalogiannidis & Fotios Chatzitheodoridis (2021) This Study evaluates the impact of Covid-19 in the European start-ups business as well as to illustrates certain effective ideas in order to re-energies the economy. In this research the authors have used 3 kinds of research design they are exploratory, explanatory & descriptive research design. It was found that due to COVID-19 pandemic, there was a large amount of unemployment in the start-up industry in Europe. European start-ups are running under loss for a long period of time, people who planned to open a new start-up in Europe have to face many difficulties.

Dr.Anuodh Godha (2021) This study is on Ed-tech startups capitalizing over E-Learning market after COVID-19 hit distress in India. The main objective of the study is to know how COVID-19 can be explored as opportunity by Ed-tech start-ups & to study the perception of customers/students about different Edtech start-ups and shift from traditional to E-learning due to pandemic. For the purpose of this study they have used primary data, data was collected through questionnaire, the sample size was 80. It found that ed-tech companies are en-cashing the opportunities provided by COVID-19, The online learning market will offer big opportunity to the E-learning even after COVID-19. The study materials provided by Ed-techs to students are very helpful for the students.

Parvat Kumar Jena (2020), This study deals with impact of pandemic COVID-19 on education in India. The objective of this paper is enlighten some of the measures taken by government of India for education sector during this pandemic, to enlight some of the positive and negative impact of COVID-19 on education. They have used secondary data for the purpose of this study. and they discussed about positive and negative impact of COVID-19 on education and concluded by saying that online practise is benefiting students immensely and has to be continued even after lockdown

B.V.D.S Sai Pavan Kumar (2020),This study analyses the impact of COVID-19 on service sector, they have selected 300 sample from random sampling method. It was found that pandemic has an intensive effect on the Indian service sector such as transport services, education, restraints and hotel. E-commerce was not effected so badly since customers were preferring online mode of shopping. Health are sector were at break-even point, neither profit nor loss.

Wasiul Karim & Ahasanul Haque (2020), this paper is about the movement control order for COVID-19 crisis and its impact on tourism and hospitality sector in Malaysia. They have found that flight operations have become less and employees of different hotels and resorts were asked for unpaid leave, and also found that there is negative impact on Malaysia tourism and hospitality industry due to pandemic.

Yogesh Mahajan (2020), This study evaluates the impact of COVID-19 on manufacturing sector . through their study they have found that manufacturing sector is highly effected due to the pandemic, but through introduction of protection procedure, sanitation, updated sourcing policy, incorporation of new vendors , a more responsive evaluation of supply chain resilience, an analysis of disaster or emergency management plans, manufacturing sector can cope with the corona virus pandemic.

Jaskaran Singh Madray (2020), The study deals with the impact of COVID-19 on event management industry. The nature of the study is descriptive study. Secondary data was used for the purpose of this study is secondary data. It was found that Major loss for this industry is due cancellation and postponements. The impact of pandemic on event management industry is severe and requires government support. They also found that some of event management industry survived by conducting virtual events.

Yang Yang & Hongbo Liu (2020), This study analyses the early effects of COVID-19 and stay at home orders on restaurant in U.S. The main objective of the study is to investigate the impact of COVID-19 on restaurant business. They have used 2 sources of data one is daily foot traffic data & daily card transaction data. The findings of the study show us that there is 1% increase in daily new corona cases led to 0.0566% decrease in daily restaurant demand. While stay at home orders were associated with the 3.30% drop in demand.

Mr. Anup & Dr. Bhavesh kumar J Parmar (2020), This study reports how COVID-19 effected the event management industry in India. The main objective of the study is to provide an overview of impact of COVID-19 on event management business in India. It was found that pandemic has affected the event management industry very much .it is difficult to calculate the exact loss, since shooting was suspended promotional events of the movie have stopped. It carried a huge loss for the sports industry as well. The event management association have urged for the government support to cover the cost of salary of daily wagers, tax refund.

Ishfaq Ahmad (2020), This paper reports on impact of impact of COVID-19 on Indian hotel industry. Secondary data was used for the purpose of the study. It was found that COVID-19 pandemic had negative impact n the hotel sector. COVID-19 appears to be more effective in reducing the effects of the epidemic, as economic stability in hotel sector have deteriorated significantly over a short period of time. Now its time for hotels to continue their efforts to adjust to the rapidly changing business environment and a new environment.

Andreas Kauckertz, Leif Brandle, (2020), This study analyses how entrepreneurs are dealing with the effects of the crisis and how they are protecting their ventures. The findings of the research suggest that while start-ups are successfully leveraging their available resources a first response to the crisis, their growth and innovation potential are at risk. Therefore, policy measures should not only provide first aid to start-ups by alleviating the pressure caused by constrained cash flow, but also involve long term measures embedded in and supported by the wider entrepreneurial ecosystem to ensure rapid recovery and growth.

Rafael da Camara, Marcelo Marinho (2020) ,This paper deals with the impact of Covid-19 in a real software startup context to understand how they have reacted against uncertainties caused by Covid-19. As a research methodology, authors applied action research within Di2Win, a Brazilian software startup. This study was carried out throughout six sprints, during the quarantine. Practices employed to mitigate threats while simultaneously allowing teams to remain open to opportunities and challenges are detailed. This paper tells us about the lessons learned that could help agile software startups improve their way of work in an uncertain environment caused by the Covid-19 pandemic.

Jose C. Alves, Tan Cheng Lok ,(2020) This study analyses the crisis challenges of small firms in Macao during the Covid-19 pandemic. The framework is applied to small firms in Macao during the 2019 novel corona virus disease (COVID-19) pandemic crisis. They have conducted a qualitative study based on semi-structured interviews with the leaders of six small firms in Macao. Through this study they have found that the COVID-19 pandemic has turned into a “normal” context, which blurs the traditional crisis termination stage. They also found that participating firms engage more with internal stakeholders than external ones. They have also told about the strategies adopted by small firms such as flexible human resource (HR) practices, cost reduction, enhancing customer relations, and using government support schemes. These strategies are effective in the short term; firms need to pay attention to diversity and learning for the long term.

Aidin Salamzadeh, (2020), This study provides an analyses of the main challenges of Iranian startups by interviewing the co-founders of fifteen well-known startups. They have analyzed the findings through two-step coding, and findings were discussed in a focus group session to which startup co-founders, policymakers, and scholars were invited. It was revealed that there are six principal types of challenges, including financial, human resources management, support measures and mechanisms, marketing, crisis management, as well as some others.

Inshan Meahjohn, Prakash Persad,(2020), This study explores the challenges which the entrepreneurs have experienced in time of Covid-19 and the measures undertaken by them to protect the venture. In this paper they have also stated that countries with a high number of cases like USA and Europe, the impact was more intense than the rest of the countries .In less than 3 months these countries had plunged into crisis, leading to a global recession. It was concluded that Covid-19 has significantly caused disruption to economies and entrepreneurship, and has posed several unprecedented challenges, however, the absolute impact remains unclear, as more in-depth longitudinal studies are required to better investigate this issue.

Md. Tarek Chowdhury & Aditi Sarkar (2020), This research paper analyses the impacts of the novel corona virus disease, also referred to as COVID-19 pandemic, on the food and beverage industry. They have examined both short-term and medium-to-long-term impacts of the pandemic and outlines strategies to reduce the potential consequences of those impacts. The findings show that the short-term impacts of this pandemic, such as product expiry, shortage of working capital, and limited Operations of distributors, are severe, while the medium-to-long-term impacts promise to be complex and uncertain. In the longer term, various performance metrics, such as return on investment by the firms, the contribution of the firms to the gross domestic product (GDP), and employee

size, are all expected to decrease. Moreover, firms may need to restructure their supply chain and build relationships with new distributors and trade partner

Sabrina Korreck (2019), This paper analyses the current state of the Indian startup ecosystem and it has three objectives they are: to provide an understanding of the growth drivers and motivations of Indian startup founders, to identify challenges facing these startups, and outline the pillars in place that support them. Data is collected from semi-structured interviews with startup founders, investors, and representatives of support organizations. Through this study they have identified various challenges faced by startups.

Xheneta (2019), This research paper, analyzes the entrepreneurship environment through specific focusing Mainly on startups and innovation infrastructure in Kosovo. In this paper they have investigated the main challenges that startups and entrepreneurs face while trying to assess innovative technological advancements in order to build a prosperous society. They have also analyzed the current pace of change that startups and entrepreneurs bring on an economic, political and social landscape, they have also identified the opportunities that come along with startups towards the goals of resolving critical issues in any field.

Sathiyabama P Velmurugan R (2019), This research paper deals with identifying Women entrepreneurs awareness of Government schemes in Coimbatore district and have also given suitable suggestions to raise their awareness. The primary data was collected from 150 women entrepreneurs by adopting convenience sampling method. The tools used by the authors for the analysis are simple percentage method and Weighted Average Rank. It was found that most of the women entrepreneurs are aware of Mudra Yojana scheme, —Industrial Finance Corporation of India

Himani Sardar (2019), This study deals with understanding the perception or attitude of youth towards entrepreneurship career option. This study attempts to understand the awareness of different schemes launched by government for entrepreneurship among students specifically focusing on Start-up India Scheme. This paper is based on primary data and the primary respondents of this research paper are students of graduation and post-graduation level. The research states that 77% of the respondents are interested in entrepreneurship out of which 50% of respondents would pursue entrepreneurship immediately after studies, 60% of the respondents were aware about the start-up scheme just as a scheme launched by government but were not aware about the benefits associated with the scheme .

Ganesaraman Klyanasudaram (2018), This paper deals with why startup fail? they have used a case based method distinguishing a failed startup and a successful startup, They have identified that factors such as the time to MVP (Minimum Viable Product) cycle, time for revenue realization, founders' complementary skill sets, age of founders with their domain expertise, personality type of founders, attitude towards financial independence and willingness to avail mentorship at critical stages, will decisively differentiate failed startups from the successful ones

Dr.Gopaldas pawan kumar (2018), This paper deals with the issues and challenges that an Indian start up has to face and the opportunities that the country can provide in the current ecosystem .In this study they have told about the issues and challenges faced by the start-ups & the various government scheme provided for the start-ups. It was concluded by saying that the Indian government is increasingly showing greater enthusiasm to increase the GDP rate of growth from grass root levels with introduction of liberal policies and initiatives for entrepreneurs like “Make in India”, “ Start up India “ , “ MUDRA .

Neeraj K Pandey (2018) This paper reports on the factor affecting an entrepreneurial ecosystem in the metropolitan cities, they have examined entrepreneurial ecosystems using quantitative analysis, multiple regressions modeling, and interpretive methods. This model also provides implications for entrepreneurs and policymakers. It was found that funding of start-up is dependent on seed funding and private equity, it was said that Mumbai, Delhi, Chennai has least impact of founders education background on the funding of start-up.

Akanksha Dutta (2016), This research paper deals with the concept of start-up India campaign which was started on 15th August .The main objective of this paper was to put some light on start-ups and the initiative taken by the Indian government, to study various policies, programs, agencies involved in enhancing the start-ups .To study the reason for starting the business the study is based on secondary data which has been collected through websites, newspaper, magazines, govt reports, books, research papers etc. In this paper various government policies, plans, schemes and strategies related to start-ups are discussed.

3. DATA ANALYSIS AND INTERPRETATION

Table 1 - How long has your business being running

	Frequency	Percent
Valid Less than 1 year	5	10.0
1 years	5	10.0
2 years	7	14.0
3 years	9	18.0
4 years	6	12.0
5 years	7	14.0
More than 5 years	11	22.0
Total	50	100.0

Source: Primary data

Interpretation –From the above table 10% of the respondents are being running business for less than 1 year, 10% for 1 year,14% for 2 years,18% of the respondents for 3 years, 12% of the respondents are running business for 4 years, 14% of the respondents for 5 years and 22% of the respondents are running business for more than 5 years.

Table 2 Age

	Frequency	Percent
Valid Under 25	8	16.0
26-35	27	54.0
36-45	8	16.0
46-55	7	14.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 16% of the respondents are under 25 years, 54% of the respondents belong to age group of 26-35, 16% of the respondents belong to age group of 36-45 ,14% of the respondents belong to age group of 46-55 years.

Table 3 Gender

	Frequency	Percent
Valid Female	15	30.0
Male	35	70.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 30% of the respondents are female, 70% are male.

Table 4 Educational qualification

	Frequency	Percent
Valid PUC	11	22.0
Graduate	31	62.0
Post graduate	8	16.0
Total	50	100.0

Source: Primary data

Interpretation – From the above table 22% of the respondents of the respondents have studied till PUC. 62% of the respondents are graduates, 16% of the respondents are post graduates.

Table 5 Nature of start-up

	Frequency	Percent
Valid IT	11	22.0
Food	39	78.0
Total	50	100.0

Source: Primary data

Interpretation From the above table 78% of the respondents own food start-ups, 22% of the respondents own IT start-ups

Table 6 Are you registered under

	Frequency	Percent
Start-up India	8	16.0
Start-up Karnataka	10	20.0
Not registered under any of this	32	64.0
Total	50	100.0

Source: Primary data

Interpretation - 16% of the respondents is registered under Start-up India platform, 20% in Start-up-Karnataka. 64% of the respondents are not registered under any of these.

Table 7 What motivated you to set up this enterprise

	Frequency	Percent
Desire to be self employed	27	54.0
Desire to come up with new innovative product / service	15	30.0
Vision to transform society	8	16.0
Total	50	100.0

Source: Primary data

Interpretation -The above table shows that 54% of the respondents had the desire to be self employed, 30% of the respondents had the desire to come up new product or services.

Table 8 Are you a part of certified start-up incubator

	Frequency	Percent
Valid Yes currently part of certified start-up incubator	8	16.0
Was a part of certified start-up incubator in past	2	4.0
Never been a part of certified start-up incubator	40	80.0
Total	50	100.0

Source: Primary data

Interpretation -The above table shows that 16% of the respondents are currently the part of certified start-up incubator, 4% of the respondents were part of certified start-up incubator in past , 80% of the respondents were never been a part of certified start-up incubator.

Table 9 Are you aware of the government schemes available for start-up

	Frequency	Percent
Valid Yes	32	64.0
No	18	36.0
Total	50	100.0

Source: Primary data

Interpretation -The above table shows that 64% of the respondents are aware about the government schemes available for start-ups,36% of the respondents are not aware.

Table 10 To what extent this government schemes have affected your business

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Majorly affected	8	16.0	16.0	16.0
Moderately affected	19	38.0	38.0	54.0
No affect	23	46.0	46.0	100.0
Total	50	100.0	100.0	

Source: Primary data

Interpretation- From the above table 16% of the respondents feel that government schemes have majorly affected their business .38% of respondents says moderately affected , 46% of the respondents there is no affect.

Table 11 How COVID-19 pandemic impacted your organizations revenue

	Frequency	Percent
Valid Revenue has increased	10	20.0
Revenue as decreased	32	64.0
Revenue has stayed the same	8	16.0
Total	50	100.0

Source: Primary data

Interpretation -The above table shows that 20% of the respondents revenue has increased,64% of the respondents says that revenue has decreased.

Table 12 Did you close your office during COVID-19 pandemic

	Frequency	Percent
Valid Yes	36	72.0
No	14	28.0
Total	50	100.0

Source: Primary data

Interpretation -The above table shows that72% of respondents had closed the office during COVID-19 pandemic 28% of the respondents did not close.

Table 13 Did you provide work from home option to your employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	13	26.0	26.0	26.0
No	37	74.0	74.0	100.0
Total	50	100.0	100.0	

Source: Primary data

Interpretation - From the above table 26% of the respondents have provided work from home options ,74% of the respondents have provided work from home option

Table 14 How many employees were working in your organization before COVID-19

	Frequency	Percent
Valid 1-20	42	84.0
21-30	2	4.0
31-40	2	4.0
More than 60	4	8.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 84% of the respondents says that before COVID-19 1-20 employees were working in their organisation

Table 15 Did you lay off your staff during COVID-19 outbreak

	Frequency	Percent
Valid Yes	14	28.0
No	36	72.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 28% of the respondents have not laid off their staff and 72% of have not laid off their staff

Table 16 What percentages of your workers were laid off during COVID-19 Outbreak

	Frequency	Percent
Valid Less than 10%	40	80.0
10-20%	4	8.0
More than 20%	6	12.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 80% of the respondents have laid off less than 10% of the employees, 12% of the respondents have laid of more than 20% of workers

Table 17 During pandemic what were the safety measures taken by your organization

	Frequency	Percent
Valid Regular sanitising	35	70.0
Social distancing in office	8	16.0
Using thermal scanners	2	4.0
Restricting employees travel to other state/country	5	10.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 70% of the respondents have gone with regular sanitizing ,16% of the respondents says that they are following social distancing in office, 4% use thermal scanners.

Table 18 What are the financial problems faced by you during COVID-19

	Frequency	Percent
Valid Payment of salaries to staff	17	34.0
Payment of rent	7	14.0
Payment of loans	5	10.0
Other expenses	10	20.0
No specific problem	11	22.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 34% of the respondents face the problem in payment of salaries, 14% of the respondents faced the problem of payment of rent, 10% Faced the problem in payment of loans 20% other expenses ,22% of the respondents of the respondents have no specific problem.

Table 19 What are the other challenges faced by you during COVID-19 Pandemic

	Frequency	Percent
Valid Money management	20	40.0
Establishing work from home	3	6.0
Decreased revenue	8	16.0
Lower demand	2	4.0
Difficulty in delivery of goods	7	14.0
Shortage of row material	10	20.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 40% of the respondents had the problem of Money management, 6% of the respondents had the problem of establishing work from home , 16% of the respondents had the problem of decreased revenue 4% of the respondents had the problem of Lower demand . 14% of the respondents faced the problem of difficulty in delivery of goods. 20% of the respondents said they faced the problem of shortage of raw materials.

Table 20 What level of impact do you feel that COVID-19 had on your business

	Frequency	Percent
Highly negetive impact	20	40.0
Medium impact	16	32.0
Valid Low impact	8	16.0
No impact	6	12.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 40% of the respondents says that there was highly negative impact due COVID-19 on business , 32% of the respondents had medium impact , 16% of the respondents had low impact Low impact and 12% of the respondents says that there was no impact.

Table 21 .Do feel that COVID -19 created an opportunity for your business

	Frequency	Percent
Yes	20	40.0
Valid No	30	60.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 40% of the respondents feel that COVID19 created an opportunity for their business, 60% of the respondents says that COVID-19 has not created an opportunity for business .

Table 22 What were the opportunities for your business due to COVID -19 pandemic

	Frequency	Percent
Digitalised process	14	28.0
Increased demand	7	14.0
Increased collaboration with other sectors	4	8.0
Valid Reduction in office maintenance cost	8	16.0
Not applicable	16	32.0
Other	1	2.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 28% of the respondents says that they have gone with digitalised process due COVID-19 pandemic. 14% of the respondents say there is increase in demand due to pandemic.,8% of the respondents says that there is increased collaboration with other sectors. 16% of respondents feels that there is reduction in office maintenance cost .32% of the respondents says that it is not applicable since pandemic has not created any opportunities for their business, 2% of the respondents says that there are other opportunities

Table 23 How long did it take to completely restore your organisations operation after lockdown

	Frequency	Percent
Less than 30 days	32	64.0
31-90 days	13	26.0
Valid 91-180 days	2	4.0
More than 181 days	3	6.0
Total	50	100.0

Source: Primary data

Interpretation From the above table -64% of the respondents have taken less than 30 days to completely restore the organisations operation after lockdown.26% of the respondents have taken 31-90 days.4% of the respondents have taken 91-180 days. And 6% of the respondents have taken more than 181 days to completely restore their organisations operation after lockdown.

Table 24 How is the quality of performance of your organization in the new normal

	Frequency	Percent
Poor	5	10.0
Fair	17	34.0
Valid Good	17	34.0
Excellent	11	22.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 10% of the respondents says that their quality of performance is Poor in the new normal. 34% of the respondents says that their quality of performance is Fair in the new normal . 34% of the respondents says that their quality of the performance is Good in the new normal. 22% of the respondents says that their quality of the performance is excellent in the new normal.

Table 25 After lockdown what type of performance is given more importance in your organisation

	Frequency	Percent
Valid Financial performance	9	18.0
Non-financial performance	3	6.0
Both are given equal importance	38	76.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 18% of the respondents have given importance to Financial performance.6% of the respondents have given importance to non-financial performance. 76% of the respondents have given equal importance for both the performance.

Table 26 Are there any major changes in the performance of your organisation after lockdown

	Frequency	Percent
Valid Yes	31	62.0
No	19	38.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 62% of the respondents says there is major changes in the performance of organisation after lockdown. 32% of the respondents says that there are no changes .

Table 27 Do you feel that being a part of certified start-up incubator was helpful during covid-19 pandemic

	Frequency	Percent
Valid Yes	7	14.0
No	16	32.0
Not applicable	27	54.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 14% of the respondents feels that being a part start up incubator was helpful during COVID-19 pandemic. 32% of the respondents says no. 54% of the respondents says it is not applicable

Table 28 What are the strategies used by your organisation post-lockdown

	Frequency	Percent
Increasing online presence	23	46.0
Adjusting product/service offering according to consumer needs	15	30.0
Review and improve plan	10	20.0
Providing exclusive deals and offers	2	4.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 46% of says that they are increasing the online presence .30% of the respondents says that they are adjusting product/service offering according to consumer needs. 20% of the respondents have the strategy of reviewing and improving their plan . 4% of the respondents says that they will be providing exclusive deals and offers.

Table 29 What is your expectation of company's total revenue in the year 2021 compared to 2020

	Frequency	Percent
Increase in revenue	21	42.0
Decrease in revenue	8	16.0
Valid Same as last year	4	8.0
Unable to expect	17	34.0
Total	50	100.0

Source: Primary data

Interpretation - From the above table 42% of the respondents say that there will increase in their company's total revenue in 2021 compare to 2020. 16% of the respondents feel that there is decrease in revenue. 8% of the respondents says that revenue will be as same as last year.34% of the respondents says that they are unable to expect .

CHI-SQUARE TEST

H₀: There is no significant difference between impact of COVID-19 on organizations revenue and financial problems faced

H₁: There is significant difference between impact of COVID-19 on organizations revenue and financial problems faced

Interpretation -The above table shows that "p" value is 0.006 which is less than 0.05 at 5% level of significance. Therefore Null hypothesis is rejected. Hence there is significant difference in impact of COVID-19 on organizations revenue and financial problems faced.

Table 30 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.316 ^a	8	.006
Likelihood Ratio	24.025	8	.002
Linear-by-Linear Association	1.881	1	.170
N of Valid Cases	50		

Source: Primary data

H₀: There is no significant difference between impact of COVID-19 on organizations revenue and Other challenges faced

H₁: There is significant difference between impact of COVID-19 on organizations revenue and Other challenges faced

Table 31 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.533 ^a	10	.034
Likelihood Ratio	22.552	10	.013
Linear-by-Linear Association	1.903	1	.168
N of Valid Cases	50		

Source: Primary data

Interpretation -The above table shows that "p" value is 0.034 which is less than 0.05 at 5% level of significance. Therefore Null hypothesis is rejected. Hence there is significant difference in impact of COVID-19 on organizations revenue and Other challenges faced.

H₀: There is no significant difference between office closed during COVID-19 pandemic and work from home option provided to employees

H₁: There is significant difference between office closed during COVID-19 pandemic and work from home option provided to employees

Table 32 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.832 ^a	1	.009
Continuity Correction ^b	5.084	1	.024
Likelihood Ratio	10.214	1	.001
Fisher's Exact Test			
Linear-by-Linear Association	6.695	1	.010
N of Valid Cases	50		

Source: Primary data

Interpretation -The above table shows that “p” value is 0.009 which is less than 0.05 at 5% level of significance. Therefore Null hypothesis is rejected. Hence there is significant difference between office closed during COVID-19 pandemic and work from home options provided

H₀: There is no significant difference between financial problems faced during pandemic and other challenges faced

H₁: There is significant difference between financial problems faced during pandemic and other challenges faced

Table 33 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.954 ^a	20	.020
Likelihood Ratio	40.343	20	.005
Linear-by-Linear Association	6.279	1	.012
N of Valid Cases	50		

Source: Primary data

Interpretation - The above table shows that “p” value is 0.020 which is less than 0.05 at 5% level of significance. Therefore Null hypothesis is rejected. Hence there is significant difference between financial problems faced during pandemic and other challenges faced

H₀: There is no significant difference between nature of start-ups and other challenges faced

H₁: There is significant difference between nature of start-ups and other challenges faced

Table 34 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.540 ^a	5	.005
Likelihood Ratio	18.271	5	.003
Linear-by-Linear Association	3.200	1	.074
N of Valid Cases	50e		

Interpretation -The above table shows that “p” value is 0.005 which is less than 0.05 at 5% level of significance. Therefore Null hypothesis is rejected. Hence there is significant difference between the nature of start-ups and other challenges faced.

H₀: There is no significant difference between financial problems faced and opportunities for business due to COVID-19 pandemic

H₁: There is significant difference between financial problems faced and opportunities for business due to COVID-19 pandemic

Table 35 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.440 ^a	20	.099
Likelihood Ratio	33.058	20	.033
Linear-by-Linear Association	.571	1	.450
N of Valid Cases	50		

Source: Primary data

Interpretation -The table shows that the p value is 0.099 which is more than 0.05 at 5% level of significance. Therefore Null hypothesis is accepted. Hence there is no significant difference between the nature of start-ups and other challenges faced.

H₀: There is no significant difference between quality of performance of organization in the new normal and the type of performance given importance after lockdown

H₁: There is significant difference between quality of performance of organization in the new normal and the type of performance given importance after lockdown

Table 36 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.973 ^a	6	.043
Likelihood Ratio	9.410	6	.152
Linear-by-Linear Association	1.056	1	.304
N of Valid Cases	50		

Source: Primary data

Interpretation -The above table shows that "p" value is 0.043 which is less than 0.05 at 5% level of significance. Therefore Null hypothesis is rejected. Hence there is significant difference between quality of performance of organization in the new normal and the type of performance given importance after lockdown

FISHERS TEST

HYPOTHESIS-There is no association between major changes in performance of organization after lockdown & type of performance is given more importance in new normal

Table 37 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	6.959 ^a	2	.031	.029		
Likelihood Ratio	10.013	2	.007	.011		
Fisher's Exact Test	7.614			.015		
Linear-by-Linear Association	6.715 ^b	1	.010	.013	.004	.003
N of Valid Cases	50					

Source: Primary data

Interpretation -From the fisher's exact test we can observe that p value is 0.015 which is less than 0.05 at 5% level of significance therefore the null hypothesis is rejected, hence there is association between major changes in performance of organization after lockdown and type of performance given more importance in the new normal

HYPOTHESIS-There no association between major changes in performance of the organization after lockdown and expectation of company's total revenue in 2021

Table 38 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	7.965 ^a	3	.047	.044		
Likelihood Ratio	9.247	3	.026	.047		
Fisher's Exact Test	7.264			.054		
Linear-by-Linear Association	1.464 ^b	1	.226	.233	.136	.042
N of Valid Cases	50					

Source: Primary data

Interpretation -From fishers exact test we can observe that p value is 0.054 which is more than 0.05 at 5% level of significance. There null hypothesis is rejected. Hence there is association between major changes in performance of organization after lockdown and expectation of company's total revenue.

HYPOTHESIS-There is no association between about awareness of government schemes available for startups and opportunities for startups during COVID-19 pandemic

Table 39 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	5.357 ^a	5	.374	.397		
Likelihood Ratio	5.548	5	.353	.459		
Fisher's Exact Test	4.968			.417		
Linear-by-Linear Association	.105 ^b	1	.746	.797	.406	.065
N of Valid Cases	50					

Source: Primary data

Interpretation -From fishers exact test we can observe that p value is 0.417 which is more than 0.05 at 5% level of significance. Therefore null hypothesis is accepted. Hence There is no association between about awareness of government schemes available for startups and opportunities for startups during COVID-19 pandemic

CORRELAION

HYPOTHESIS-There is no significant difference between quality of performance of organization in the new normal and level of impact COVID-19 had on business

Table 40 Correlations

		How is the quality of performance of your organisation in the new normal	What level of impact do you feel that COVID-19 had on your business
Spearman's rho	How is the quality of performance of your organisation in the new normal	Correlation Coefficient Sig. (2-tailed) N	1.000 . 50
	What level of impact do you feel that COVID-19 had on your business	Correlation Coefficient Sig. (2-tailed) N	.266 .062 50

Source: Primary data

Interpretation -It is observed from the above co relation analyses that there exists the positive correlation between quality of performance of organization in the new normal and level of impact of COVID-19 on business because the value 0.266 . Hence it can be proved that there is relationship between two variables

HYPOTHESIS-There is no significant difference between quality of performance of organization in the new normal and number employees working in organization before COVID-19.

Table 41 Correlations

		How is the quality of performance of your organization in the new normal	How many employees were working in your organization before COVID-19
Spearman's rho	How is the quality of performance of your organisation in the new normal	Correlation Coefficient Sig. (2-tailed) N	1.000 .079 50
	How many employees were working in your organisation before COVID-19	Correlation Coefficient Sig. (2-tailed) N	.251 .079 50

Source: Primary data

Interpretation -It is observed from the above co relation analyses that there is positive correlation between quality of performance in the new normal and number of employees working in organization before COVID-19 because the value is 0.251. Hence it can be observed that there is relationship between the two variables

4.FINDINGS

- The study depicts that 18% of the respondents have been running the business for 3 years, 14% of the respondents for 5 years and 22% of the respondents are running business for more than 5 years
- The study discloses that 54% of the respondents belong to age group of 26-35
- The study discloses that 70% of the respondents are male.
- The study depicts that majority of 62% of the respondents are graduates
- The study depicts that the maximum 78% of the respondents own food start-ups and 22% of the respondents own IT start-ups
- The study discloses that 64% of the respondents are not registered either under start-up India or start-up Karnataka
- From the study we can understand that 54% of the respondents had said that their motivation behind starting their own business is desire to be self employed.
- The study depicts that the majority of 80% of the respondents were never been a part of certified start-up incubator.
- The study discloses that maximum of 64% of the respondents are aware about the government schemes available for start-ups.
- From the study we can understand that 64% of the respondents have said that their organizations revenue has decreased due to COVID-19 pandemic.
- The study discloses that maximum of 72% of respondents had closed the office during COVID-19 pandemic
- The study depicts that 84% of the respondents says that before COVID-19 , 1-20 employees were working in their organisation
- The study discloses that 72% of respondents have not laid off their staff during COVID-19 outbreak
- From the study we can understand that as a safety measure ,70% of the respondents have gone with regular sanitizing
- The study depicts that 34% of the respondents faced the problem in payment of salaries
- The study discloses that 14% of the respondents faced the problem of payment of rent, 10% Faced the problem in payment of loans, 20% other expenses. .
- The study discloses that 40% of the respondents had the problem of Money management, 16% of the respondents had the problem of decreased revenue.14% of the respondents faced the problem of difficulty in delivery of goods. 20% of the respondents said they faced the problem of shortage of raw materials
- The study discloses that 40% of the respondents had highly negative impact due COVID-19 on business, 32% of the respondents had medium impact on their business due to COVID-19.
- The study depicts that 28% of the respondents says that they have gone with digitalised process due COVID-19 pandemic. 14% of the respondents say there is increase in demand due to pandemic.,8% of the respondents says that there is

increased collaboration with other sectors. 16% of respondents feels that there is reduction in office maintenance cost .32% of the respondents says that it is not applicable since pandemic has not created any opportunities for their business.

- From the study we can understand that ,64% of the respondents have taken less than 30 days to completely restore the organisations operation after lockdown.
- 34% of the respondents says that their quality of performance is Fair in the new normal . 34% of the respondents says that their quality of the performance is Good in the new normal.
- From the study we can understand that majority of 76% of the respondents have given equal importance for both financial and non-financial performance after lockdown
- The study depicts that 62% of the respondents says there is major changes in the performance of organisation after lockdown.
- The study depicts that 14% of the respondents feels that being a part start up incubator was helpful during COVID-19 pandemic. 32% of the respondents says no.
- From the study we can understand that 46% of the respondents have the strategy of increasing the online presence .30% of the respondents says that they are adjusting product/service offering according to consumer needs. 20% of the respondents have the strategy of reviewing and improving their plan
- The study depicts that 42% of the respondents say that there will increase in their company's total revenue in 2021 compared to 2020 .34% of the respondents says that they are unable to expect .

5. SUGGESTIONS

On the basis of the research conducted in IT and Food startups in Mangalore ,here are the few suggestions

- More awareness should be created about the startup incubators in the city since most of respondents are unaware about the startup incubators. Startup incubators provides necessary mentoring , guidance , co-working space with internet facility and also helps to avail some funding . Being the part of startup incubators may help the entrepreneurs to cope up with uncertainties arising from the external environment like the present situation of COVID-19 .
- Awareness should also be created about startup India and Startup Karnataka platforms. if the startups get registered under startup India platform they can have easy access to funds and startups will be exempted from income tax for the period of 3 years. The government holds 2 startup fest annually both internationally and nationally this provides a huge networking opportunity for startups which is very useful in initial stage of business.
- Since most of the respondents had the problem of money management during COVID-19 pandemic it is very important for the startups to track and monitor their spending in the initial stage it is better to have fewer staffs this will be very budget friendly . A start up should always focus on limiting their expenses and allocating the capital to growth. This can be helpful for a startup in an uncertain situation .
- COVID-19 pandemic has thought us the importance of online presence , Startups must think towards moving their business online as well through this way startups can reach out to more customers and can earn more profits.

6. CONCLUSION

It important for a start-up to plan properly and work according to that plan to achieve long term success. we can say that the COVID -19 pandemic was an disruption for the performance of the startups who were on the initial stage of the business looking forward to earn more profits . Due to Covid-19 pandemic most startups have faced many problems like payment of salaries to staff , payment of rent since startups are working on a rented office space, and payment of loans was also a problem of startups since they had closed their office during this pandemic their revenue has decreased. Other than these there was also difficulty in delivery of goods and there was also the problem of shortage of raw materials due to lockdown measures.

Apart from all these problems pandemic has also created some of the opportunity for startups. Pandemic has thought us the importance of online presence in the current situation, most of the business have gone with digitalized process and also increased their collaboration with other sectors here for instance food and IT startups . To reach out more customers during this pandemic food start-ups have collaborated with IT sectors to increase their online presence . This becomes an win-win situation for the sectors .

To conclude we can say post pandemic the start-ups have give more emphasis for reviewing and improving their plan and come up innovative which is helpful to earn more profits in future . Post- pandemic we can observe lot of digital transformation even in food based industry and the old way of working is now almost gone people have the solution to cope with current situation and are expecting increase in their company's total revenue in the year 2021 compared 2020.

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