

# Risk Management Self Evaluation Toolkit for Small and Medium Enterprises

This self-evaluation toolkit is for enterprises to use to assess potential risk elements for small and medium enterprises due to natural disasters like Covid 19, Hurricane Harvey, etc. The six separate sections allow for the reader to assign points for each question. The point total for each section can then be compared to the color-coded evaluation scale to see the potential risk exposure the business might face.



## Acknowledgments

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## Contact Info:

Department of Business  
College of Business,  
Lamar University  
Galloway Business Building Room 210  
4400 MLK Boulevard  
Beaumont, TX, 77710  
Email: [gsargsyan@lamar.edu](mailto:gsargsyan@lamar.edu)  
Phone: +1-409-880-8702

## Credits

Harvard University Professor Robert Kaplan, David Norton, and Lamar University Professor Enrique Venta.

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Dr. Gevorg Sargsyan

\* Required

1. I agree to participate in this voluntary research study for the purpose of identifying the impacts of natural disasters. \*

Yes

No

2. What is the estimated number of employees? \*

Up to 10

11 - 50

51 to 100

101 to 500

More than 501

3. What has been the estimated average sales/revenue during the past years? \*

- up to \$2M
- \$2M to \$10M
- \$10M to \$50M
- \$50M to \$200M
- more than \$200M

4. What industry is your business in? \*

- Agriculture, Forestry, And Fishing
- Mining
- Construction
- Manufacturing
- Transportation, Communications, Electric, Gas, And Sanitary Services
- Wholesale Trade
- Retail Trade
- Finance, Insurance, And Real Estate
- Services
- Public Administration
- Other

## Business Performance Measurement

### A) Customer Dimensions

5. How has a natural disaster impacted the quality of services/products? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

6. How has a natural disaster impacted the size of the customer base for your industry? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

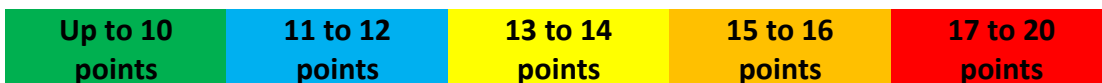
7. How has a natural disaster impacted the size of your market share? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

8. How has a natural disaster impacted the satisfaction level of your customers? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

**Business Performance Measurement Customer Dimensions Point Total**



## B. Production Dimensions

9. How has a natural disaster impacted production/service volume? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

10. How has a natural disaster impacted your operation cost? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

11. How has a natural disaster impacted reliability of your suppliers? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

12.How has a natural disaster impacted the ease of managing the business? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

13.How has a natural disaster impacted the risk level of the business? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

**Business Performance Measurement Production Dimensions Point Total**

<b>Up to 13 points</b>	<b>14 to 16 points</b>	<b>17 to 18 points</b>	<b>19 to 21 points</b>	<b>22 to 25 points</b>
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## C. Human Resources Dimensions

14. How has a natural disaster impacted the size of the workforce? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

15. How has a natural disaster impacted the average salary level? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)



16.How has a natural disaster impacted employee satisfaction? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

17.How has a natural disaster impacted employee growth potential? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

**Business Performance Measurement Human Resources Dimensions Point Total**

<b>Up to 10 points</b>	<b>11 to 12 points</b>	<b>13 to 14 points</b>	<b>15 to 16 points</b>	<b>17 to 20 points</b>
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## D. Financial Dimensions

18. How has a natural disaster impacted the overall revenue of the business? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

19. How has a natural disaster impacted the expenditures/costs of the business? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

20.How has a natural disaster impacted return on investment? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

21.How has a natural disaster impacted profit margin? \*

- Strong decrease (5 points)
- Decrease (4 points)
- No impact (3 points)
- Increase (2 points)
- Strong increase (1 point)

**Business Performance Measurement Financial Dimensions Point Total**

<b>Up to 10 points</b>	<b>11 to 12 points</b>	<b>13 to 14 points</b>	<b>15 to 16 points</b>	<b>17 to 20 points</b>
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## Investment Attitude

### E. Overall Attitude Toward Future Investment

22. After answering the prior questions to what extent do you agree with the following statement regarding investment attitude after a natural disaster.

Making further investments in my organization is desirable? \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

23. To what extent do you agree with the following statement regarding investment attitude after a natural disaster.

Making an additional investment is a wise decision? \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

24. To what extent do you agree with the following statement regarding future investment decisions?

A natural disaster has improved my organization's ability to identify new investment opportunities. \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

25. To what extent do you agree with the following statement regarding future investment decisions?

A natural disaster has improved my organization's ability to create new products and services. \*

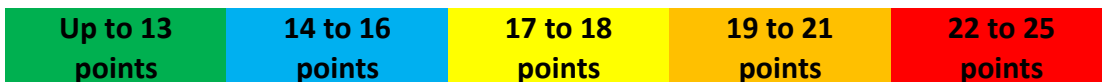
- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

26. To what extent do you agree with the following statement regarding future investment decisions?

A natural disaster has improved my organization's ability to successfully launch new projects. \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

**Business Performance Measurement Investment Attitude Point Total**



## F. Investment Intentions

27. I am willing to start new projects \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

28. Indicate your level of agreement with the following statement:

I will allocate investment for new projects \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

29. Indicate your level of agreement with the following statement:

I am determined to plan and execute larger investment projects in the future. \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

30. Indicate your level of agreement with the following statement:

I am determined to expand the business \*

- Strongly disagree (5 points)
- Disagree (4 points)
- Neutral (3 points)
- Agree (2 points)
- Strongly agree (1 point)

**Business Performance Measurement Financial Dimensions Point Total**

<b>Up to 10 points</b>	<b>11 to 12 points</b>	<b>13 to 14 points</b>	<b>15 to 16 points</b>	<b>17 to 20 points</b>
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## G. General information on obtaining and use of financial

31. Does your company, regularly obtain financing from financial institutions? \*

Yes

No

32. Have these institutions provided you with most of the financing that your company needs? \*

Yes

No

33. Has the financing you receive from your usual suppliers and creditors increased or decreased since a natural disaster? \*

Increased

Decreased

34. What is the main use of this financing? \*

	Significant use	Moderate use	Limited use
Financing regular operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payroll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selling and Administrative Costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Refinancing Debt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R & D	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Investments and Expansion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. How much flexibility did your creditors give you with respect to payment deferrals and debt management? \*

- Very Flexible
- Somewhat flexible
- Not Flexible

36. Estimate how many days of cash-on-hand do you have? \*

37. Did you have business interruption insurance prior to a natural disaster? \*

Yes

No

38. Estimate how much were your uninsured losses during a natural disaster? (Dollar amount) \*

39. Were you able to cover uninsured losses with cash deposits during a natural disaster? \*

Yes

No

## Preparation Stage

40. What items would you place on a checklist to prepare for upcoming risks like a natural disaster? \*

41. What items would you place on a checklist to prepare for upcoming risks like Hurricane Harvey, Rita, or Tropical Storm Imelda? \*

## Handling the Situation

42. What practices did you use to handle situations/manage risks during unforeseen and unpredictable events such as a natural disaster? \*

43. What practices did you use to handle situations/manage risks during unforeseen and unpredictable events such as a natural disaster? \*

## Recovery Stage

44. What helpful hints do you suggest for recovering from events such as a natural disaster? \*

45. What helpful hints do you suggest for recovering from events such as Hurricane Harvey, Rita, or Tropical Storm Imelda? \*

46. Did you have insurance to cover the losses from natural disasters (Hurricane Harvey, Rita, or Tropical Storm Imelda) \*

Yes

No

47. What kind of insurance did you have? \*

- Flood Insurance
- Windstorm Insurance
- Fire Insurance
- Business Interruption
- Other

## Government Action

48. What actions should local, state, and federal governments take to protect your businesses from unforeseen and unpredictable risks such as natural disasters, pandemics, and other events that cause economic disruptions (Wishlist)? \*

## Role of Technology

49. What role did technology (including communications) play in the Hurricane Harvey and Tropical Storm Imelda response? Which were the most critical technologies? Where do you see the role of technology in managing future natural disasters? What do you see as the role of technology in the future?