

Impact of Social Norms on Japanese Small Businesses' Survival: Conflict Management Amid the COVID-19 Pandemic

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Appendix

Table 1. Coding results

Category	Subcategory	Concepts
Business Continuity	➤ Pre-disaster context	<ul style="list-style-type: none"> ● Situation before the pandemic ● Lack of applicable rules of thumb and regulations ● Low awareness at the beginning of the pandemic ● Response immediately after the pandemic
	➤ Infection countermeasures	<ul style="list-style-type: none"> ● Adoption of infection prevention measures ● Concerns regarding the business impact of their own infection
	➤ Just in time planning	<ul style="list-style-type: none"> ● Business continuity crisis ● Business shutdown and activities to resume ● Reflection and adaptation of business values ● Solid business even in the pandemic
Internal reflection	➤ Vision planning	<ul style="list-style-type: none"> ● Unpredictability of the future ● Inability to judge information ● Inability to do anything about it ● Struggle to continue business ● Maintaining a positive attitude
	➤ Loans, grants, and aid	<ul style="list-style-type: none"> ● Funding for business maintenance ● Use of benefits, cooperation subsidy, and grants ● Use of loans ● Institutional issues as reasons for non-use ● Differences in affected industries and disparities in support programs
	➤ Remote work and tools	<ul style="list-style-type: none"> ● Necessity of introducing remote tools ● Using remote tools ● Introducing remote work ● Online sales activities ● Difficulties of remote work

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External adaptation	➤ National and administrative polices	<ul style="list-style-type: none"> ● Impact of—and response to—a state of emergency and business suspension request ● Dealing with the government and administration ● Accustoming to a state of emergency
	➤ Dissocializing community relations	<ul style="list-style-type: none"> ● Decrease in relationships with communities and residents ● Negative effects of community fragmentation ● No events and activities ● Contribution to the community
	➤ Maintaining relationship with peers	<ul style="list-style-type: none"> ● Impact of distribution vulnerabilities ● Maintaining relationships with business partners ● Negative impact from or to business partners ● Realization of changes in customers ● Focus on the local economy ● New business partners

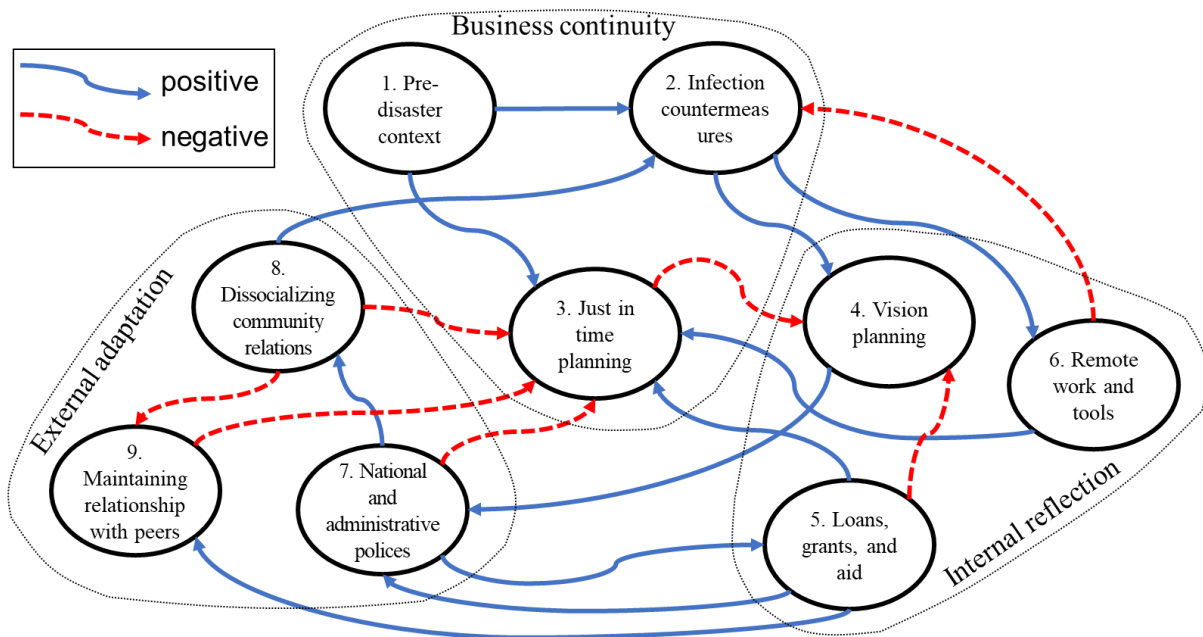


Figure 1. Diagram illustrated by the KJ method for relationships between subcategories