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HOSPITALITY & TOURISM MANAGEMENT

BUSINESS CONTINUITY PLANNING AND BUSINESS RESILIENCE IN THREE TO FIVE STAR HOTELS IN NAIROBI CITY COUNTY, KENYA

[1*]Angeline Wangui Kinyanjui

BSc. Hotel and Institution Management

***kinyanjuiangeline@gmail.com**

[2]Rahab M. Mugambi, PhD

Hospitality & Tourism Management Department

School of Business Economics and Tourism, Kenyatta University

rahab@mugambi.net

[3]Shem Wambugu Maingi, PhD

Hospitality & Tourism Management Department

School of Business Economics and Tourism, Kenyatta University

MAINGI.SHEM@ku.ac.ke

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ABSTRACT

The purpose of this study was to investigate the influence of business continuity planning on business resilience in three to five star hotels in Nairobi City County, Kenya. The hospitality industry has contributed to economic growth and poverty reduction in Kenya. In the recent past, the industry has been hard hit by various crises, such as pandemics (covid-19) and acts of terrorism, a constant threat to the industry as evidenced by a downward trend of the Key Performance Indicators. There have been uncoordinated crisis management efforts to mitigate the negative trends. This study sought to investigate the influence of business continuity planning on business resilience in three-to-five-star hotels in Nairobi City County, Kenya. Descriptive survey research design was used with the employment of both quantitative and qualitative methods of data collection. The questionnaire and interview schedule were used astools for data collection from the target population which was general managers and senior departmental managers in the hotels. Seventy-one departmental managers selected using simple random stratified sampling filled in the self-administered questionnaires, while five general managers purposively selected were interviewed as key informants. Descriptive and inferential statistics including frequencies, percentages, means, and correlations, linear and moderated regressions were computed. Qualitative data was analyzed using thematic analysis. There was a strong, positive and significant correlation between business continuity planning and business resilience ($p<0.05$);for three-star, four-star and five-star hotels ($r=.587$); ($r=.593$,); ($r=.616$) respectively.he effects level of business continuity planning on hotel business resilience on 3-star, 4-star and 5-star rated hotels was as captured in the R-square values ($R^2=0.344$, $R^2=0.352$, and $R^2=0.380$) respectively. The study consequently recommended that the hotels continue embracing business continuity as one of the crisis management approaches and adopt strategic crisis management planning in order to mitigate challenges and exploit opportunities for enhanced business resilience and business continuity during crises.

Keywords: *Business Continuity Planning, Business Resilience, Hospitality Industry, Three to Five-Star Hotels, Nairobi City County*

INTRODUCTION

The travel & tourism industry is a global leader, having accounted for 10.3% of the global gross domestic product (GDP) and 330 million jobs in the world in 2019 (World Travel and Tourism Council, WTTC, 2020). Travel and tourism also contributed to at least 2.8% of GDP and 67 million jobs in the Sub-Saharan Africa in 2019 (World Economic Forum, WEF, 2020). Tourism moreover accounted for 8.8% of Kenya's GDP and employed 1.1 million people in 2018 (Kenya National Bureau of Statistics, KNBS, 2019). Tourism performance as a key economic activity in Kenya, however, has been fluctuating over the years. The years 2012 and 2013 respectively saw 1.9% and 2.08% drop in tourism earnings from KSH. 97.9 billion in 2011 to KSH. 96 billion in 2012 and KSH. 94 billion in 2013 (KNBS, 2013; 2014).

KNBS attributed the decline to slowdown in global economy especially in Eurozone, perceived insecurity in Kenya and travel advisories due to security concerns and the general elections. Tourism earnings reduced again by 7.3% in 2014 to KSH 87.1 billion due to insecurity linked to terror attacks, adverse travel advisories and the spread of Ebola in West Africa (KNBS, 2015). There was also a 2.8% decline in 2015 to KSH. 84.6 billion because of security concerns arising from terrorism threats, negative travel advisories from some European tourism source markets and the Ebola outbreak (KNBS, 2016).

However, the year 2016 witnessed a 17.8% rise in tourism earnings to KSH. 99.7 billion as a result of improved security, successful high-profile conferences and aggressive domestic and international marketing (KNBS, 2017). There was also an indicated positive trend in 2017 with the earnings increasing by 20% to KSH. 119.9 billion despite the country holding general elections. The increase was attributed to the country's positive visibility in tourism and the government's promotion of domestic tourism (KNBS, 2018).

The country moreover experienced a 31.3% rise in tourism earnings in 2018 to KSH.157.4 billion associated with growth in aviation, investor confidence and withdrawal of travel advisories (KNBS, 2019). In 2019, a 3.9% increase in tourism earnings to KSH. 163.6 billion was registered attributed to increased domestic tourism linked to improved infrastructure, aggressive promotion and opportunities for early bookings, though the number of tourists from some European regions declined because of global economic slowdown, trade tensions, rising geo-political challenges, Brexit uncertainty and low business confidence (KNBS, 2020). The period of peace and security in the industry in Kenya was interrupted again by an attack at the Dusit hotel and office complex in Nairobi in January 2019 (PricewaterhouseCoopers. , 2019) which led to negative effect on demand to travel to Kenya and a projected 13.6% decline in the year.

The hospitality sector is a key element of the tourism industry and a major employer contributing largely to national economies around Africa and the world. (WEF, 2020). Similarly, hospitality is an important sector in Kenya. In the year 2011, the hotel bed nights in Kenya were 7,015,200 (KNBS, 2016). KNBS further highlighted that this figure decreased by 2.2% to 6,860,800 in 2012 and by 3.84% to 6,596,700 in 2013. In the year 2014, the hotel bed nights were 6,281,600 reflecting a 4.77% drop. KNBS (2020) additionally reports that the year 2015 saw another 6.41% decline in the hotel bed nights to 5,878,600. However, there was a 13.5% increase in these numbers to 6,448,500 in 2016. In 2017 there was indicated a 11.25% growth with 7,174,200 hotel bed nights. The year 2018 saw a further 20.1% increase in these figures to 8,617,900. 2019 as well witnessed a 6.3% growth in the hotel bed night occupancy to 9,160,800.

The hotel bed nights occupancy in Nairobi, Kenya has also been fluctuating over the last couple of years. In 2011, there were 1,681,900 hotel bed nights (KNBS, 2016). KNBS further reported that this figure dropped by 2.75% to 1,635,500 in 2012 and by 0.27% to 1,631,000 in 2013. Hotel bed nights reduced again by 7.59% to 1,507,100 in 2014. According to the KNBS (2020), there were 1,392,900 hotel bed nights in Nairobi in 2015 showing that the downward trend continued. However, 2016 saw a 9.2% rise in these figures to 1,521,400. The hotel bed nights grew again by 9.9% to 1,672,800 in 2017. There was further growth of 21.2% to 2,028,700 hotel bed nights in 2018. 2019 moreover saw a 7.3% increase in these numbers to 2,177,700.

Despite being major contributors to national economies, hospitality facilities have been exposed to crises which influence their performance. The Institute of Crisis Management (ICM, 2016) defines a business crisis as "any issue, problem or disruption that triggers negative stakeholder reactions that impact the organization's business and financial strength". The world has seen crises such as Pandemics, terrorism, political instability, travel advisories, and economic turmoil affect the hospitality industry and thus the economy in general. Crises more often than not, create notable threats to organizations' strategic goals and performance. Crisis management (CM) is viewed as consisting of the "strategies, processes and measures which are planned and put into force to prevent, and or assist cope with crisis"(UNWTO, 2011).

The tourism and hospitality industry has been resilient to crises (UNWTO, 2020). However, individual businesses including hotels have had to respond and adapt to crises when they arise. There is therefore need to have standards and tools for hotels that can be used to demonstrate resilience to customers and clients, whilst creating standardized approaches and market value (Global Initiative on Disaster Risk Management, GIDRM, 2015). In light of the forgoing, it is of paramount importance to have strategic thinking in hotel management research aimed at inculcating adoption of strategic crisis management planning in order to mitigate challenges and exploit opportunities.

STATEMENT OF THE PROBLEM

The performance of the hospitality sector in Kenya and the tourism industry as a whole has been fluctuating for the last decade. KNBS revealed a fluctuating trend of tourism arrivals and foreign exchange earnings, for the period under review (KNBS, 2018). Between the year 2011 and 2015, 1.181 million tourists down from 1.823 million were recorded. Annual occupancy rates in hotels dipped to a new low of 29.1% in 2014, down from 31.6% in 2013 and 40.3 % in 2011, and reduced revenue per available room (REVPAR), leading to reduced revenue contribution to the economy by the industry, loss of profits by the enterprises, loss of job opportunities and scaling down of operations by affected hospitality businesses (KIPPRA, 2016). Nairobi was among the regions in the Country which experienced declines in hotel bed capacity occupancy among other key performance (KPI) indicators as a result of travel advisories mostly due to insecurity (Business Daily, 2014)

Slight improvent of annual occupancy rates for two years 2016 and 2017 was noted. Despite the observed growth, the combined total number of visitor arrivals in 2017 was below the 2013 levels (KNBS, 2018) and below the country's second medium term plan 2013-2017 projections (KIPPRA, 2018). These fluctuations reflect the impact of macro-events such as political instability, terrorist activities and natural disasters among other crises on the industry. A case in point was in 2012 where a dip in hotel occupancy rates was attributed to insecurity fears and uncertainties related to the 2013 general elections. Others include the Ebola scare, slowdown in global economy especially in the Euro area (tourism source market), negative publicity and travel advisories related to security in the country (Government of Kenya, GoK, 2013). The most recent crisis has been the Covid-19 epidemic that was first recorded in China in December 2019 but rapidly spread across the world (World Health Organization, WHO, 2020). The pandemic affected the global hospitality and tourism industry (UNWTO, 2020). In Kenya, the sector went through abrupt and unprecedented drop in hotel demand, which led to closure of several hotels (Ministry of Tourism and Wildlife, June 2020). Examples include the Hilton Hotel,hotel intercontinental, the Norfolk in Nairobi among others.

Thriving of hotel business is bent on product and service offerings, stakeholders perception and reduction and/or elimination of crises risks. Crises and their resultant effects injure the lucrativeness of tourism business and implicate tourism destinations in the process. Detailing strategies for crisis preparedness is imperative to managers and tourism stakeholders seeking to reduce tourism business interruptions and promote destination images of safety and appeal (Todman-Lewis, 2017).

Proactive and operational planning for crises management still appears minimal within the hotel industry. There is need, therefore, for hotel management research to consider strategic approaches to mitigate crises risks challenges and address opportunities (Zech, 2016). It is against this background that the fundamental conception of this study sought to investigate the influence of business continuity on business resilience in three to five star hotels in Nairobi County, Kenya.

RESEARCH OBJECTIVE

To investigate the influence of business continuity planning on business resilience in three to five star hotels in Nairobi City County, Kenya.

RESEARCH HYPOTHESIS

The hypothesis of the study was as outlined below;

H_0: There is no significant relationship between business continuity planning and business resilience in three-to-five-star hotels in Nairobi City County, Kenya.

LITERATURE REVIEW

Business Continuity Planning and Business Resilience in the Hospitality Industry

According to ISO 22300 (2019), business continuity is “the capability of the organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident”. On the other hand, business continuity management is the “holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats, if realized might cause, and which provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating abilities” (ISO 22301, 2019).

Business continuity management is about managing risks and ensuring continued operations in organizations (Alharthi, Khalifa, Abuelhassan, Nusari & Isaac, 2019). Wee (2017) explored a new approach to business continiuty management training practices to manage terrorism threats and found out that, most hotels in Singapore had business continuity management systems, though the standards were not based on the hotel industry and that majority of hotel employees were not trained. Wee (2017) also established that most independent hotels unlike international chain hotels used business continuity management policies with security plans, while business continuity management plans and emmergency plans being the major tools adopted. Sawalha, Anchor & Meaton (2015) explored continuity culture as a key factor for business resilience and sound recovery capabilities and likewise found that service companies used business continuity management though there was no regular staff training and awareness. Bakar, Yaacob & Udin (2015) and Naser, Alharthi, Khalifa, Abuelhassan, Nusari & Isaac (2019) moreover looked at the effect of BCM factors on organizational performance and found that it affects organizational crisis performance. The literature that has been reviewed moreover shows that there is room for hospitality facilities to enhance their business continuity management strategies. On a similar note, the business continuity management efforts of star rated hotels in Kenya including the ones located in Nairobi County warrants research.

Business Resilience within the Hospitality Industry

Resilience is seen as the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to, and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions (GIDRM, 2015). Sawalha *et al.* (2015) state that resilience is the "ability to absorb shocks and external pressures inorder to restore prior order. It represents the level of tolerance and draws on the procedures required to cope with adversity inorder to survive. It is considered the positive side of vulnerability".

The vulnerable nature of the hospitality and tourism industry makes planning for and improving resilience a priority for all destinations for sustainability. Assessing resilience of a destination is challenging, hence good planning and preparedness is paramount (Butler, 2017). An insight into the nature and extent of the sectors' resilience to shocks cannot be overemphasized more so, for a country's' economic growth and development in both advanced and developing economies (WEF, 2015). Hotels and resorts are seen to have the necessary resources to become resilient and contribute more to the community as they have the resources in terms of equipment, expertise and human resources.

There are two major facets of business resilience. Planned resilience which is the existing planning capacity in an organisation which enables it to ensure business continuity and undertake standard risk management initiatives and adaptive resilience, which is the ability of an organisation to respond successfully to a crisis (COMCEC, 2017). Organization resilience is attendant to the ability of an organization to operate in critical emergency functions, to induce decision making and to take necessary action. It allows maintainence of normalcy during a major crisis and timely recovery without excessive damage or loss, accomplished through the transmission of resources and shared information (Cahyanto & Pennington-Gray, 2017).

Organization resilience depends on structures, processes and practices that augment competencies and provide flexible capacity for organizations to manage sudden disruptions. Resilience has recently been defined as a process rather than an outcome from an organisational behaviour perspective, characterized by four dimensions: Robustness, the ability of the elements of the system to withstand crisis without significant deprivation or loss of performance; Redundancy, the extent to which the system elements are substitutable and thus adept at satisfying functional requirements when disturbances occur and significant deprivation or loss of function transpires; Resourcefulness, the ability to recognise and prioritize challenges and implement solutions by identifying and mobilizing material, monetary, informational, technological and human resources and Rapidity, the ability to mitigate losses and timely restore functionality to prevent future disruptions (Cahyanto & Pennington-Gray, 2017). Sawalha *et al.* (2015) & Alharthi *et al.* (2019) moreover posit that business continuity planning and management positively affect business resilience.

RESEARCH METHODOLOGY

Descriptive survey design was used in the study.This involved the administration of questionnaires and interviews with an aim of describing the prevailing situation. The design allowed the assessment of the status quo of the phenomenon of interest without manipulation of variables. The descriptive survey design saves on time and expenses and facilitates valid, reliable and quality information yield while reducing interviewer bias because respondents complete identically worded self-administered questionnaires (Kothari, 2007). The study was carried out in Nairobi City County, Kenya. Nairobi is located in South-Central Kenya, one among the 47 counties of Kenya, third smallest but the most populated of the counties and serves as the capital city of the Republic of Kenya. The choice of Nairobi as the area of study was due to the city Countys' regard as an 'epicentre' of the hospitality industry in the country, an economic hub with relative proximity to many tourist attractions in East and Central Africa, and the major entry port to Kenya by air among others (Nairobi City County, NCC, 2014), thus has the desired and representative spectrum of star rated hotels in line with the study objectives.

The study targetedthree-star, four-star and five-star classified hotels in Nairobi City County, Kenya. The County had a total of thirty-one, three-to-five-star hotels as per the Tourism Regulatory Authority (TRA) listing (TRA, 2019). The selection of the star rated hotels was seen as a reliable source of data because they have a regulator (TRA), and they keep to the industry standards as a perquisite to retain or upgrade their rating. It was opined that the low-stared hotels would not offer detailed relevant data that would allow for generalization of the findings (Abo-Murad, AL-Khrabsheh, & Jamil, 2019). General managers, departmental Managers and assistant departmental management employees at the various departments in the hotels were sampled for quantitative research questionnaires. Choice of respondents was based on the contention that key departmental managers are able to provide accurate information about their organizational strategies (Ghaderi, Som, & Wang, 2014). The researcher opined that these cadres of staff had diverse knowledge on industry operations and on crisis risks and management, and that they must have managed a variety of crises situations. According to data obtained, a total of 840departmental Managers and assistant departmental management staff worked at the various departments in the 28 star rated hotels included in the study.

Sampling Techniques

The study's' unit of observation were the management employees in three-to-five-star hotels in Nairobi City, County. All the General managers of the three to five stars rated hotels were purposively selected as respondents for the Key informants' interviews as a census of the hotels had been opted for the study. This translated to twenty-eight (28) general managers purposively selected for the qualitative interviews. Use of purposive sampling for the general managers specifically was to ensure that participants with the most appropriate knowledge and information were selected (Denieffe, 2020)

Sample Size Determination

In order to get a representative sample from the study population, the formula below was used to determine the sample size.

n= $\frac{N * X}{X+[n-1]}$

Where;

X= $\frac{Z^2_{\propto/2} P(1-P)}{(MOE)^2}$

P= 0.09 (9%)

MOE= 0.05 (5%)

N= 840

n= Sample Size

MOE- Margin of Error

$Z_{\propto/2}$= Z value for 95% Confidence Interval

P= Sample Proportion

X= $\frac{1.96^2 \times 0.09(0.91)}{(0.05)^2}$

= 125.85

n= $\frac{840 \times 125.85}{(125.85+[840-1])}$

= 109.6

(109.6 rounded off to the nearest whole number)

n= 110

Substituting the values in the equation as shown above, a value of 110 was arrived at, hence established that n (the sample size) would be one hundred and ten (110).

The study utilized stratified sampling method in order to get a representative sample from the study population According to Creswell (2015), stratified sampling involves dividing the total population into subgroups or strata based on common characteristics. It enabled the researcher to ensure that each stratum of the target population was adequately represented in the study sample.

In order to get a representative sample from the study population, stratified sampling was used, with the division of the population into strata by use of the hotels' star ratings. Three strata were arrived at i.e., 3-stars hotels, 4 stars hotels and 5 stars hotels.

The next step was to proportionally allocate the sample size to each stratum. A weighted sample size was derived by use of the formula W = T / A

Where;

"W" was the weight value.

"T" represented number of hotels in a given strata, e.g., 9, 3-star rated hotels

"A" represented total number of 3-5 star rated hotels in the study

n=110

(r) -Respondents per Strata (n×W)

(r/T)-Respondents per Hotel

Adjusted sample- size T(r/T)

Table 1: Stratum and respondents in the study area

Strata	T	A	Weight	(r)	(r/T)	**Sample-**
5	9	28	0.3	33	3.74≈4	**4×9= 36**
4	10	28	0.4	44	3.75≈4	**4×10=40**
3	9	28	0.3	33	3.74≈4	**4×9= 36**
Total	**28**		**1.0**	**110**		**112**

The respondents per hotel were rounded off to the nearest whole number. This was at the discretion of the researcher since number of respondents cannot be a fraction number. This resulted in an adjusted sample size of one hundred and twelve respondents (**n=112**) to be used in the study.

Respondents in each strata and departments were randomly selected through the balloting method.

To achieve the study objectives, the respondents were asked to rate the extent to which they agreed with statements in the questionnaire, on the how the hotels have business continuity as a crisis management approaches to prevent and manage crises, and how this influenced the hotel business resilience. Semi-structured interview guide was used to obtain relevant data from the general managers. According to Mugenda and Mugenda (2003) skilled interviews, through probing, can clarify vague statements to obtain in-depth information.

Data Analysis Techniques

Data was first checked for completeness then coded and recorded. Data analysis was done using the Statistical Package for Social Sciences (SPSS). Both descriptive and inferential statistics were computed. Descriptive statistics were used to summarize data, establish characteristics of the study population and describe response variations on business continuity planning as a crisis management strategy institutionalized by the targeted hotels and its potentially influence on business resilience. Inferential statistics through correlation and linear regression analysis were used to test the relationship between business continuity and business resilience. The following regression model assisted in determination of coefficients of the independent variable in the study (business continuity planning) in relation to the dependent variable (business resilience).

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \varepsilon}$$

Where:

Y = Dependent variable (Business resilience)

X_1 = Independent variable (Business Continuity Planning)

β_0 = constant (coefficient of intercept) ε = error term which represents other factors that affected business resilience

The sensitivity of business resilience to unit change in the predictor variable was measured. Meanwhile qualitative data was analyzed using thematic analysis by establishing and reporting themes that emerged from the data.

RESULTS AND DISCUSSION

The study targeted a total of 112 middle and upper-level management staff of three to five star rated hotels in Nairobi City County. Eighty-nine (89) questionnaires were filled in and returned to the researcher. Upon checking for completeness, eighteen (18) questionnaires were incomplete and hence excluded from the analysis. There were therefore 71 usable questionnaires. This translated to a response rate of 63.4 % {(71÷112) ×100}. According to Mugenda and Mugenda (2013), a response rate of 50% and above is adequate for analysis and reporting. Based on this assertion, our response rate (63.4%) was considered adequate and was used for further analysis and reporting.

Descriptive Statistics on Business Resilience

In each of the statements below regarding Hotel Business Resilience, respondents were asked to indicate the extent to which they agreed or disagreed with the statements. The key used was: Strongly Disagree=1; Disagree=2; Not Sure=3; Agree=4; Strongly Agree=5. The results were as tabulated in table 1 below, showing the means (M) and standard deviations (SD) obtained by themanagers on itemsmeasuringHotel Business Resilience in three-to-five-star hotels in Nairobi City County, Kenya.

Table 2: Hotel business resilience

	3-star n=30		**4-star n=19**		**5-star n=15**	
Hotel Star Rating	**Mean**	**Std. Dev**	**Mean**	**Std. Dev**	**Mean**	**Std. Dev**
Exhibited resistance to crisis effects	3.83	0.83	3.21	1.13	3.13	1.36
Timely business recovery from the effects of crisis	3.87	0.86	3.47	1.17	3.80	1.01
Preservation of its essential functions in a timely manner after crisis	3.73	0.58	3.63	1.01	3.73	0.96
Restoration of essential functions in timely manner after a crisis	3.70	0.60	3.58	1.02	4.00	0.93
Proactive planning has played a positive role in the performance of the hotel for last 3 years in regard to KPI	**3.77**	**0.86**	**3.68**	**0.82**	**4.07**	**0.80**
BCM has played a positive role in the performance of the hotel for last 3 years in regard to KPI	**3.77**	**0.86**	**3.79**	**0.92**	**3.87**	**0.92**
Crisis communication Management has played a positive role in the performance of the hotel for last 3 years in regard to KPI	**3.73**	**0.87**	**3.53**	**0.96**	**4.00**	**0.85**
Aggregate Score	**3.77**	**0.78**	**3.56**	**1.01**	**3.80**	**0.97**

From the findings in **Table 2** the aggregate mean scores on the resilience of the hotel business were (M=3.80, SD 0.97; M=3.77, SD 0.78; M=3.56, SD 1.01) for five, three, and four star rated hotels in that particular order. Indicating that managers of these hotels agreed on resilience of their hotels. It was also observed that respondents perceived five-star rated hotels to be on overall resilient followed by three and then four star rated hotels. The findings specifically showed that three-star hotels exhibited resistance to crisis effects more than five-star hotels (M=3.83, SD 0.83) compared to (M= 3.21, SD= 1.13) and (M=3.13, SD= 1.36) for four- and five-star hotels respectively. Respondents also agreed on average that there was timely business recovery from the effects of crisis as shown by (M=3.87, SD= 0.86) for three stars hotels and (M=3.80, SD=1.01) for five stars hotels. However, respondents moderately agreed on average that there was timely business recovery from the effects of crisis in four-star hotels as shown by (M= 3.47, SD 1.17)

Respondents further agreed that there was preservation of essential functions in a timely manner after crisis as shown (M= 3.73, SD= 0.58), (M=3.73, SD= .96), and (M=3.63, SD=1.01) for three, five and four-star hotels respectively. There was also restoration of essential functions in timely manner after a crisis in all star hotels as shown (M= 4.00, SD=0.93), (M=3.70 SD=0.60), and (M=3.58 SD=1.02) for five, three and four-star hotels respectively. Respondents also agreed that BCM had played a positive role in the performance of the hotel for last 3 years in regard to KPI as shown by a mean of (M=3.87, SD=0.92) for five-star hotels, (M=3.79, SD= 0.92) for four star and (M=3.77, SD= 0.86) for three stars. These finding were confirmed though Key informant interviews of managers, (20%) stating that proactive crisis management ensured that crises were contained while maintaining a positive image and building customer loyalty which subsequently generated staff motivation and job security, as quoted below.

> *"Crisis management ensures that there are no negative effects of crisis. For example, fires are well contained. Preparation also helps maintain a positive image. This helps keep customers and contracts for long due to the trust with staff for optimum performance (motivation) and job security" (Manager 4, Nairobi, 2019).*

This implies that hotels in Nairobi City County were resilient and able to continue operating in times of turmoil. Alonso-Almeida &Bremser (2012) similarly found that customer loyalty influences performance during and after crisis.

Some of the managers (20%) further explained that the hotel business was resilient, as quoted here in.

> *"The hotel business is resilient. When things happen, that is risks, they are eye openers to us. We then review our strategies and see how to go about recovery" (Manager 1, Nairobi, 2019).*

The managers reported that their hotels were able to contain crises and that the response during crises was fast due to staff training as the employees knew what to do. The UNWTO likewise reports that the tourism industry has always been resilient to crises (UNWTO, 2020).

On the other hand, (40%) of the managers noted that there were hotels in Kenya shutting down due to crises as quoted below.

> *"Hotels should invest in crisis management seriously. There are cases of hotels closing down due to lack of preparation. For example, hotel A in Mombasa whose closure could have been averted" (Manager 4, Nairobi, 2019).*

This was a re-affirmation that though crises management was seen to engender resilience, not all hotel businesses had invested in the process and hence not all hotels could be termed as resilient.

Descriptive statistics on Business Continuity Planning

In each of the statements below regarding business continuity respondents were asked to indicate the extent to which they agreed or disagreed with the statements. The results were as tabulated in table 3 below, showing the means (M) and standard deviations (SD) obtained by the managers on items measuring Business Continuity Planning in three-to-five-star hotels in Nairobi City County, Kenya.

Table 3: Level of application of Business Continuity Planning in Hotels

Business Continuity Planning	**3-star n=30**		**4-star n=19**		**5-star n=15**	
	Mean	**Std. Dev**	**Mean**	**Std. Dev**	**Mean**	**Std. Dev**
The hotel has a Business continuity plan.	3.80	0.85	4.05	0.71	4.47	0.74
The hotel has a security plan.	4.00	0.83	3.79	1.13	4.60	0.63
The hotel regularly reviews and updates business continuity and security plans.	3.70	0.95	3.53	1.17	4.13	0.99
The hotel has copies of business continuity plans located at accessible sites beyond the company's offices (e.g., in a staff members' home.)	3.00	1.29	3.05	1.31	2.87	1.55
The hotel includes its business continuity plan in new employee inductions.	3.13	1.20	3.26	1.24	3.27	1.53
Updated business continuity plan is shared with all staff on a regular basis through training.	3.20	1.10	3.32	1.29	3.07	1.58
Training on business continuity plan includes the actual acting out of the plan.	3.37	1.16	3.16	1.30	3.20	1.52
The business continuity plan is tested annually to ensure it works	3.17	1.32	2.95	1.18	3.40	1.24
There is prioritization of business resumption activities during crises	3.33	1.09	3.11	1.20	3.67	0.90
There is ability to manage and respond to emergency and return services to normal in case of a crisis.	3.70	1.06	3.37	1.30	4.13	0.74
Customers, are apprised of the hotel capability of fulfilling its commitments	3.57	1.07	3.47	1.17	4.07	0.80

There are integrated Emergency Management Systems in Place	3.77	0.97	3.32	1.25	4.07	0.80
There are laid down policies and strategies to maintain the company's operations during crisis.	3.83	0.95	3.63	1.21	4.40	0.74
The hotel has a checklist of contact details of emergency service providers that should help the business address immediate needs in case of crises.	3.93	0.98	3.68	1.11	4.53	0.74
Aggregate Score	**3.54**	**1.06**	**3.41**	**1.18**	**3.85**	**1.04**

Based on the findings in **Table 3** respondents in three star and 5-star hotels agreed that there was business continuity planning in their hotels as shown by a mean score of (M=3.54, SD= 1.06) and (M=3.85, SD=1.04) respectively. However, respondents in four-star hotels were indecisive on business continuity planning with a mean score of (M=3.41, SD=1.18) The high standard deviation of 1.18 suggest that there were high deviations in responses whereby, while some four-star hotels had business continuity planning it was absent in others. Specifically, on presence of business continuity plan, respondents in three-star, four-star and five-star hotels agreed that the hotel had a business continuity plan as shown by (M=3.80, SD=0.85), four star (M=4.05, SD=0.71) and five stars (M=4.47, SD=0.74) respectively. There was also agreement among respondents in three-star and four-star hotels that the hotels had a security plan (M=4.00, SD=0.83), (M=3.79, SD=1.13) respectively. However, in five-star hotels, respondents strongly agreed that the hotels had a security plan (M=4.60, SD=0.63).

Respondents in three-star (M=3.70, SD=0.95), four-star (M=3.53, SD= 1.17), and five- stars (M=4.13, SD=0.99) hotels also agreed that the hotel regularly reviewed and updated business continuity and security plans. They further agreed that there were laid down policies and strategies to maintain the company's operations during crisis as shown by (M=3.83, SD=0.95), (M=3.63, SD=1.21), and (M=4.40, SD=0.74) statistics for three-, four- and five-star hotels respectively. In addition, they agreed that the hotel had a checklist of contact details of emergency service providers that should help the business address immediate needs in case of crises as shown by (M=3.93, SD=0.98), (M=3.68, SD=1.11), and (M=4.53, SD=0.74) statistics for three-, four- and five-star hotels.

The findings further showed that respondents in three and five star hotels agreed that: customers were apprised of the hotel capability of fulfilling its commitments as shown by statistics of (M=3.57, SD=1.07) and (M=4.07, SD=0.80) respectively; that there were integrated Emergency Management Systems in Place as shown by statistics of (M=3.77, SD=0.97) and (M=4.07, SD=0.80) respectively; that there was ability to manage and respond to emergency and return services to normal in case of a crisis as shown by statistics of (M=3.70, SD=1.06) and (M=4.13, SD=0.74) respectively. The respondents of four-star hotels were however not sure of the statements above as shown by statistics of (M=3.47, SD=1.17), (M=3.32, SD=1.25) and (M=3.37, SD=1.30) respectively.

From the findings, it is also seen that respondents of five-star hotels agreed that there is prioritization of business resumption activities during crises (M=3.67, SD= 0.90). On the other hand, respondents of three- and four-star hotels were not sure on the same as shown by (M=3.33, SD=1.09) and (M=3.11, SD=1.20) statistics. The respondents of three, four and five star hotels were not sure on the statements that: the hotels had copies of business continuity plans located at accessible sites beyond the company's offices (e.g. in a staff members' home) (M=3.00, SD=1.29), (M=3.05, SD=1.31), and (M=2.87, SD=1.55) respectively; that the hotel includes its business continuity plan in new employee inductions (M=3.13, SD=1.20), (M=3.26, SD=1.24); and (M=3.27, SD=1.53) respectively; that updated business continuity plan were shared with all staff on a regular basis through training (M=3.20, SD=1.10), (M=3.32, SD=1.29), and (M=3.07, SD=1.58) respectively; that training on business continuity plan includes the actual acting out of the plan (M=3.37, SD=1.16), (M=3.16, SD=1.30), and (M=3.20, SD=1.52); and that the business continuity plan was tested annually to ensure it works (M=3.17, SD=1.32), (M=2.95, SD=1.18), and that (M=3.40, SD=1.24).

The findings were in agreement with those of managers who were interviewed. The managers who were interviewed were asked whether their hotels had business continuity plans. Only one (20%) manager was sure that the hotel had a business continuity plan. Three (60%) managers stated no with one saying that it was not in writing and was not practiced while another (20%) saying that he was not sure.

The findings from the questionnaires showed that the hotels had embraced business continuity planning and laid down strategies for ensuring that operations would not stop in the event of crises with security plans and business continuity plans being the major tools to facilitate business continuity. Wee (2017) and Sawalha*et al.,* (2015) similarly investigated crisis management and business resilience in hotels in Singapore and Jordan found out that most hotels had business continuity management systems in place. These findings were however somehow different from Sawalha's*et al.*, (2013) who previously found that hotels in Jordan lacked business continuity strategies and actions especially business continuity plans, early warning and signal detection, contingency planning and management, risk analysis and emergency management. However, all the hotels that were studied by Sawalha*et al.* (2013) depended on security management systems. These findings could be due to the fact that business continuity planning as a crisis management approach was a fairly new concept that hotels had just started embracing hence its adoption in most hotels may have been limited at the time of the study.

The findings from the questionnaires also somehow contradicted those obtained from the interviews with the General Managers. For example, 60% of the General Managers who were interviewed were not aware if their hotels had business continuity plans. Wee (2017) and Sawalha*et al.,* (2015) similarly found that hotels did not train their employees on business continuity management meaning that the employees had little knowledge of the business continuity management efforts of their establishments.

Business continuity planning was divided into three factors, knowledge management, improvisation of recovery plans and business logistics maintenance. The results indicated that, under knowledge management as a business continuity strategy, the hotels made sure that they had security plans. The findings also reveal that under improvisation of recovery plans, the hotels had developed recovery plans to be used in case of crises which enabled them to resume operations and ensure customer satisfaction when there were crises. In addition, the hotels used business logistics maintenance as a business continuity strategy when they faced crises with policies and strategies instituted to ensure continuity of operations when there were emergencies and crises.

Correlation Analysis, and Results

To determine therelationshipbetweenbusiness continuity planning andbusiness resilience in the hotels, the study computed correlation analysis. The composite scores on business continuity planning (independent variable) were correlated with the overall scores on business resilience (dependent variable) using Pearson's Correlation coefficient. The outcome of this analysis is shown in **Table 4.**

Table 4: Pearson Correlation Analysis between Business Continuity Planning and Business Resilience

		3-Star		**4-Star**		**5-Star**	
		Hotel Business Resilience	Business Continuity	Hotel Business Resilience	Business Continuity	Hotel Business Resilience	Business Continuity
Hotel Business Resilience	Pearson Correlation	1		1		1	
	Sig. (2-tailed)						
	N	30		19		15	
Business Continuity	Pearson Correlation	.587*	1	.593*	1	.616*	1
	Sig. (2-tailed)	.000		.000		.000	
	N	30	30	19	19	15	15

*. Correlation is significant at the .05 level (2-tailed).

From the findings in **Table 4,** there was a significant correlation between business continuity planning and hotel business resilience ($p<0.05$). Business continuity planning had strong positive and significant correlation with hotel business resilience for three-star hotels ($r=.587$, $p=0.000<0.05$); four-star hotels ($r=.593$, $p=0.000<0.05$); and five-star hotels ($r=.616$, $p=0.000<0.05$) respectively. This was an indication that there was a strong relationship between business continuity planning and hotel business resilience in three-, four-, and five-star hotels respectively.

Regression Analysis and Results

Univariate Regression Analysison Business Continuity Planning

Having established that there was a strong relationship between business continuity planning and business resilience, the study computed regression analysis to test the effect level business continuity planning had on hotel resilience.The study computed univariate regression analysis todeterminetherelationshipbetweenbusiness continuity planningandbusiness resilience in the hotels. This regression helped in testingthe studyhypothesis.

> **H_0**: *There is no significant relationship between business continuity planning and business resilience in three-to-five-star hotels in Nairobi City County, Kenya.*

The model summary table 5 below was used to show the amount of variation in business resiliencein three-to-five-star hotels that can be explained by changes in business continuity planning.

Table 5: Model Summary on Business Continuity Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3-star	.587[a]	.344	.321	.534
4-star	.593[a]	.352	.314	.735
5-star	.616[a]	.380	.332	.770

a. Predictors: (Constant), Business Continuity

From the findings in **Table 5**, the R-square value for 3-star, 4-star ad 5-star hotels were (R^2=0.344, R^2=0.352, and R^2=0.380) respectively. This is an indication that business continuity planning could explain (0.344x100) =34.4% variation in business resilience in three-star hotels in, (0.352x100) 35.2% in four-star hotels, and (0.34x100) 38.0% in five-star hotels in Nairobi City County. The remaining percentages in variation implied that there were other factors other than business continuity planning that could explain business resilience in 3–5-star hotels in Nairobi City County, Kenya that were not included in the model.

Analysis of Variance on Business Continuity Planning

Analysis of variance was also computed to determine whether the model developed was significant. Significance of the model was tested at 95% confidence interval. Table **6** presents the findings obtained.

Table 6: Analysis of Variance on Business Continuity Planning

Model		Sum of Squares	df	Mean Square	F	Sig.
3-Star	Regression	4.195	1	4.195	14.695	0.000[b]
	Residual	7.993	28	0.285		
	Total	12.188	29			
4-Star	Regression	4.982	1	4.982	9.229	0.000[b]
	Residual	9.177	17	0.540		
	Total	14.159	18			
5-Star	Regression	4.725	1	4.725	7.962	0.000[b]
	Residual	7.715	13	0.593		
	Total	12.440	14			

a. Dependent Variable: Hotel Business Resilience

b. Predictors: (Constant), Business Continuity

The findings in **Table 6** showed that the p-value for 3-star hotels (0.000), 4-star (0.000), and five-star (0.000) were all below the selected level of significance (0.05). This implied that the model developed on the influence of business continuity planning on business resiliencein three-to-five-star hotels in Nairobi City County, Kenya was significant. The significance of the model was also supported by f-calculated values which were greater than the f-critical values. i.e., $F(1,28) = 4.196 < 14.695$ for 3-star; $F(1,17) = 4.451 < 9.229$ for 4-star; and $F(1,13) = 5.058 < 7.962$ for five-star hotels. The model was therefore significant in predicting the influence of business continuity planning on business resilience in three to five star hotels in Nairobi City County, Kenya.

Regression Coefficients on Business Continuity Planning

Model coefficients provided unstandardized and standardized coefficients to explain the direction of the regression model and to establish the level of significance of the variables. The results are captured in Table **7**.

Table 7: Regression Coefficients on Business Continuity Planning

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3-Star	(Constant)	1.372	.537		2.555	.001
	Business Continuity	.031	.01	.027	3.100	.000
4-Star	(Constant)	1.408	.314		4.484	.008
	Business Continuity	.047	.007	.581	6.714	.000
5-Star	(Constant)	2.716	.471		5.766	.000
	Business Continuity	.128	.019	.567	6.737	.000

a. Dependent Variable: Hotel Business Resilience

As per the SPSS generated Table 4.21, the equation (**$Y = \beta_0 + \beta_1 X_1 + \varepsilon$**) became:

Y= 1.372 + .031Business Continuity ………………………………………… 3-Star

Y= 1.408 + .047Business Continuity …………………………...…………. 4-Star

Y= 2.716 + .128Business Continuity ……………………………...………. 5-Star

The first equation showed that when business continuity planning was held to a constant zero, business resilience in three star hotels in Nairobi City County, Kenya would be at a constant value of 1.372. The findings also showed business continuity planning as a significant predictor of business resilience in 3-star hotels (β=0.031, p=0.000<0.05). The influence of business continuity planning was positive and significant an indication that a unit increase in business continuity planning would result to an increase in business resilience in three star hotels in Nairobi City County, Kenya by 0.031 units.

The second equation on four-star hotels showed that when business continuity planning was held to a constant zero, business resilience in four star hotels in Nairobi City County, Kenya would be at a constant value of 1.408. The findings also showed that business continuity planning was a significant predictor of business resilience in 4-star hotels (β=0.047, p=0.00<0.05). The influence of business continuity planning was positive and significant an indication that a unit increase in business continuity planning would result to an increase in business resilience in four star hotels in Nairobi City County, Kenya by 0.047 units.

The last equation on five-star hotels showed that when business continuity planning was held to a constant zero, business resilience in five star hotels in Nairobi City County, Kenya would be at a constant value of 2.716. The findings revealed business continuity planning as a significant predictor of business resilience in 5-star hotels (β=0.128, p=0.000<0.05). The influence of business continuity planning was positive and significant an indication that a unit increase in business continuity planning would result to an increase in business resilience in five star hotels in Nairobi City County, Kenya by 0.128 units.

Since the p-value for beta coefficients of business continuity planning for three-, four- and five-star hotels were less than the selected level of significance (0.05), the null hypothesis

H_0: there is no significant relationship between business continuity planning and business resilience in three-to-five-star hotels in Nairobi City County, Kenya' was rejected and the alternative

H_1: *There is significant relationship between business continuity planning and business resilience in three-to-five-star hotels in Nairobi City County, Kenya'* was accepted.

The findings implied that business continuity had a positive influence on hotel business resilience in five, four and three star rated hotels in Nairobi City County in that particular order. The correlation results further indicatedthat an increase in business continuity planning scores predicted an increase in business resilience scores showing that business continuity planning positively influenced business resilience. Hence, by planning for the non-interruption of activities in case of crises, the hotels were able to manage crises and continuewith businessoperations.

In summary, the findings therefore showed that the three business continuity strategies enabled the hotels to continue with operations during times of crises. Bakar *et al.*, (2015) likewise found that business continuity management positively affected performance during crisis.

In addition, the linear regression model summary results showed that there was a strong relationship between the study variables. The ANOVA results also showed that business continuity planning affected business resilience meaning that business continuity planning ensured that the hotels recovered from crises. This implied that business continuity did have a positive influence on hotel business resilience in five, four and three star rated hotels in Nairobi City County in that particular order. However, the coefficient of determination indicated that other factors other than business continuity planning contributed to business resilience.

CONCLUSIONS

From the study, it was concluded that business continuity planning positively influenced business resilience in three-to-five-star hotels in Nairobi County, Kenya. This implied that business continuity planning as a crisis management approach can enhance the abilities of the hotels to sustain operations in the event of crises and eventual recovery of the hotel to optimum after crises.

RECOMMENDATIONS

Hotels in Nairobi County should adopt and continue embracing business continuity planning as a strategic crisis management approach in order to mitigate challenges and exploit opportunities for enhanced business resilience and business operations continuity during crises. These hotels should be purposeful in investing on business continuity management by and not limited to, having plans proactively prepared, conducting annual testing of the plans and further including the plans in new employee inductions so as to facilitate uninterrupted operations during crises.

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