RESILIENCE BUILDING STRATEGIES AND SERVICE DELIVERY OF FIVE STAR HOTELS IN NAIROBI CITY COUNTY DURING COVID 19 PANDEMIC
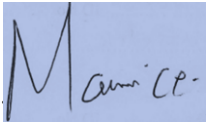
WASIKE MAURICE OKUMU

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI
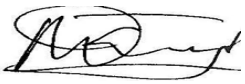
NOVEMBER 2021

DECLARATION

I declare that this research project is my original work and has not been submitted for presentation in this or any other university.

Wasike Maurice Okumu   D61/17380/2018

Signature……………………   Date: ……16/11/2021………………….

This research project has been submitted with our approval as the University supervisors.

Signature ………………………………Date …06/07/2021…………………..

SUPERVISOR:

DR. KITIABI REGINAH K.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

HRM   Human Resource Management

TRA   Tourism Regulatory Authority

UN   United Nations

ABSTRACT

This study focused on resilience building strategies and service delivery of five star hotels in Nairobi City County during COVID 19 pandemic. The objectives of the study were: to establish the degree to which five star hotels in Nairobi City County have adopted resilience building strategies in service delivery; and to find out the relationship between resilience buiding strategies and service delivery of five star hotels in Nairobi City Count during COVID 19 pandemic. The study carried out a survey and used a descriptive cross-sectional research design targeting 11 five star hotels in Nairobi City county. Data was collected using web-based google form questionnaires from operations managers, marketing managers and finance managers or their equivalents. All the questionnaires were sent through email and WhatsApp to specific managers. A total of 28 responses were received and were deemed fit for analysis. As relates to the extent to which five star hotels in Nairobi City County have adopted resilience building strategies, findings reveal it is to a moderate to large extent as indicated by means of three and above. Regarding the relationship between the variables, results reveal that market orientation, supply chain optimization, strategic corporate reorganization and business model transformation strategies and service delivery are positively related as indicated by positive coefficients produced by the study's multiple regression model. However, innovation strategies in the hotels were found to have a negative relationship with service delivery. Though the hotels have adopted the strategies to a moderate to large extent, resilience building strategies had a 46% composite impact on service delivery. The study recommends that hotels apply a concerted and consistent efforts to restore the sector on to a positive trajectory of service delivery. Further, managers should interrogate the kind of innovations being implemetened as they could most likely be embracing technologies and innovations that do not resonate well with both the workers and customer to such an extent that service delivery is affected. There is a chance that the innovations adopted do not satisfactorily meet the requirements and measures of quality service delivery as guided by SERVQUAL scale that fronts five dimensions: tangibles, reliability, responsiveness, assurance and empathy. Further studies should be explore the actual reasons for the negative relationship between innovation and service delivery in hospitality industry though a mixed method approach.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Disasters may occur at any time and cause unprecedented consequences to a business. It is therefore important that businesses embrace the concept of resilience and put in place strategies that will enable them to cope with catastrophes when they strike. Business resilience is defined as a capacity through which a business survives, recovers, and grows when a crisis disrupts its operation (Dahles & Susilowati, 2015; Torres et al., 2019; Vogus & Sutcliffe, 2007). Survival ensures that the company remains in business after the crisis, but its performance is below the pre-crisis level. Recovery (adaptation) refers to the company's return to its pre-crisis status. Lastly, growth means the company's performance exceeds the pre-crisis level (Torres et al., 2019).

This study will be anchored on three theories, namely: Chaos Theory, Dynamic Capability Theory (DCT) (Teece et al., 1997) and Resilience Theory (RT) (Garmezy, 1974). These three theories offer the most appropriate theoretical framework upon which this research will be anchored. Chaos theory will explain how the emergence of a virus in Wuhan city caused a global pandemic and affected every economy in the world with the hospitality industry being one of the hardest hits. To explain the ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments, DCT will be used while RT will help to illustrate organisations' capacity to adapt and survive when they are facing turbulent changes (Ates and Bititci, 2011), and is therefore a resource which can be used during times of either external or internal disruptions (Danes et al., 2008).

To respond to COVID 19 crisis, some service firms have changed their routines, adopted teleworking, or cut their expenses significantly. Some other firms have increased their presence in online platforms to keep their relationships with their stakeholders. Others have changed their business strategies by embracing new distribution channels, offering new products/services, or creating new partnerships. All of these changes and responses are intended to increase businesses' resilience during and after the pandemic. However, there is a lack of empirical studies on what changes service firms should implement to survive, recover, and grow after COVID-19. By elaborating on prior research on businesses' performance during and after crises, the current study aims to answer the following question: What resilience-building strategies should service firms adopt during and after the COVID-19 pandemic?

1.1.1 The Concept of Strategy

The strategy is a concept that is widely used today. It is generally accepted, that the word "strategy" is originated from both the word "stratum", in other words, course or way, and the word "strategos" which refers to the ancient Greek general Strategos (Eren, 2006). According to Aktan (2009), the word strategy is used for many years now as a military term to describe the knowledge and approach of the general Strategos in military defence. Nevertheless, it is important to see how the term strategy is present in the field of management. Dincer (2007) defines strategy as "a process of reorganizing the necessary tools and resources, planning the activities, guiding the operations and providing a competitive advantage to determine objectives which are compatible with changing environmental conditions". Additionally, according to Fitzroy and Hulbert (2005), strategy development obliges the organizations to track which critical variables are changing, to define the speed of the change, and guess their probably impact on the business. Overall, the whole concept of strategic management refers to the ability of the organization's management to successfully line up itself with the powers motivating change in the area in which it participates. At the same time, the variable time plays a tremendous role in strategic management, since the only option for managers, to win the change is to predict the forthcoming and try to influence it (Drucker, 1968).

The idea of strategic management began from big business and has evolved into the entire administration currently used in the organization and companies such as non-profit and cultural organizations. The strategy is used because it leads to effective strategic management, which is related to the fact that organizations operate today requires decisions that will help the organizations address the challenges they are facing effectively and efficiently. The strategy is a rational way of planning an organization's movements to take advantage of the opportunities and threats it will encounter in its environment (Ansoff et al., 2018).

As mentioned above, strategic management has been started by companies, but soon expanded to other organizations, including hotels. Indeed, hotels today have to operate in a very demanding harsh environment; hence they need strategies and strategic tools which are made especially for this industry (Okumus et al., 2018). According to Abu Bakar et al. (2011), "strategic management is a concept that concerns are making decisions and taking corrective actions to achieve long term targets and goals of an organization." Currently, the tourist industry has to face the COVID- 19 crisis. Strategic management's importance lies in the fact that it should promote a comprehensive strategy to guide the hotel industry towards recovery. This is new, which means a lack of significant theories and case studies recommending potentially successful strategic tools. This paper will fill this gap by

researching the most important strategic tools that can lead a hotel to overcome this critical period.

1.1.2 Organizational Resilience

Organizational resilience is considered to be one of the most important capabilities of the business. Organizational resilience incorporates organizational abilities as well as its physical properties (Cutter et al., 2008). It can be defined as an organization's ability to foresee change and respond to change not only to survive but to sustain (PricewaterhouseCoopers, 2017). Defined as 'a firm's ability to effectively absorb, develop situation-specific responses to, and ultimately engage in transformative activities to capitalize on disruptive surprises that potentially threaten organization survival' (Lengnick-Hall et al., 2011, p. 244), organizational resilience has emerged as a contemporary issue in business (Biggs et al., 2012; Orchiston et al., 2016).

Resilience becomes even more important for tourism firms as the tourism sector is one of the most vulnerable ones and the worst affected in case of any disaster (Espiner & Becken, 2013). Building organizational resilience includes being prepared for the contingencies, the ability to bounce back by reducing the probability of failure, and guaranteeing continuity of business operations even under adverse situations (Brown et al., 2017). Dahles and Susilowati (2015) identified survival, adjustment, and innovation as the three basic components building organizational resilience. According to Lee et al. (2015), to make organizations more resilient during disaster two components, i.e. pre-planning and adaptive capacity building play a vital role. In case of any disaster, survival becomes of utmost importance for the hotels. COVID-19 has posed novel challenges to the tourism sector in all spheres from lockdown and changed government policies to restrictions for inter-state, domestic as well as international travel and customers' resistance to travel. Most of the small and medium-size hotels have shut down their operations. Resilience can make organizations more adaptable and increase their chances of survival in future (Dahles & Susilowati, 2015; Prayag, 2018).

The dimensions of resource-based organizational resilience can be explored from a capital-based approach (Brown et al., 2018). Brown et al. (2017, p. 365) provide an example from a hotel management perspective explaining the approach as '… a dynamic condition describing the capacity of a hotel, together with its stakeholders (staff, guests and the local community), to assess, innovate, adapt, and overcome possible disruptions'. Their typology includes six types of capital: economic, social, physical, human, natural and cultural. Capital that can be drawn upon to build organizational resilience can be grouped into three critical resources.

These are people, processes and partnerships (Foster & Dye, 2005; Hall et al., 2017). Of these, it can be argued that human capital represents the core to creating inter-relationships between the other factors that contribute to the development of organizational resilience (Hall et al., 2017; Lengnick-Hall et al., 2011).

1.1.3 Service Delivery

Services are intangible and heterogeneous, at the same time being judged by the performance and the experience of those who use them, with the possibility of interpretation and different judgments, according to the provider and the user in question (Pena, Da-Silva, Tronchin and Melleiro, 2013). Notable scholars have argued that the main aim of a service delivery system is to bridge the gap between customer expectations and customer experience (Lovelock, 1984; Armistead, 1990; Lovelock and Witz, 2011; Kostopoulos, Lodorfos, and Kaminakis, 2015).

Service delivery entails specific actions geared towards the provision of a service (Samitier, 2017). Service delivery involves a set of activities that take place to provide a service to a customer. During the provision of a service, both the provider of the service and the user of the service perform coordinated actions. Organizations come up with service delivery systems to ensure services are delivered to their ultimate recipients efficiently and effectively. Some of the characteristics of properly functioning service delivery systems include; accessibility, clarity in communication, competency of the staff, courteous staff, credibility, reliability, responsiveness, security, tangibility, and understanding of the requirements of all stakeholders (WHO, 2016).

In order to measure the effectiveness of service delivery, Parasuraman et al. (1985, 1988) and Zeithaml et al. (1990), proposed that the SERVQUAL scale which presents a highly reliable and valid measure of quality of service. Through factor analysis of extensive analysis of respondents' data on ten dimensions, the findings resulted in grouping the items into five distinct dimensions: tangibles, reliability, responsiveness, assurance and empathy. Tangibles, reliability and responsiveness correspond to three of the original ten dimensions. Assurance was formed by the consolidation of competence, courtesy, credibility and security from the initial ten-dimension structure, while access, communication and understanding were combined to form the empathy dimension. This study will employ the SERQUAL scale above to measure quality of service delivery.

1.1.4 Effect of COVID 19 Pandemic in Five star hotels in Nairobi City County

Following the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis prepared in UNWTO's Report, the main threats generated by the pandemic can be specified in the economic environment: world recession; rising unemployment and jobs at risk; closure of businesses, mainly small and medium enterprises (SMEs); disposable income reduction; uncertainty weighing on consumer and business confidence; the uncertain length of the pandemic (including resurgence); the extent of lockdowns and travel restrictions; and, in the unknown form of the future, the "new normal". However, it can also provoke a series of opportunities that must be considered, such as the need to rethink the business model; the impulse of innovation and digitalisation; the sustainability and sustainable-oriented segments (rural, nature, health); or the progress in adaptation plans in destinations and companies. In this sense, COVID-19 can support the fulfilment of some of the United Nations Sustainable Development Goals (SDGs) included in the 2030 Agenda, such as 9, 12, 14 and 17 (UN, 2020)

In 2019, Kenya received over 2.04 million tourists and Ksh164 billion ($1.48 billion) in tourism revenues. The US topped visitor arrivals, at 245,437, followed by Uganda and Tanzania at 223,010 and 193,740 respectively. Reopening of borders and international airports in August brought some relief to the tourism sector, however overseas visitor numbers are still depressed. Regional tourists are still coming in. In September, Tanzania overtook the US as Kenya's top tourism country, according to the Tourism Research Institute of Kenya. There were 4,309 Tanzanian visitors, followed by Uganda at 3,812 and the US at 3,458.

By June, Kenya's Tourism Cabinet Secretary Najib Balala said the tourism industry had lost two million jobs and Ksh80 billion ($720 million) due to Covid-19. By May, 90 percent of the hotel industry had closed and to date some properties have not recovered. In August, the iconic InterContinental Nairobi announced plans to permanently close the 51-year old hotel. Fairmont Hotels in Nairobi, Masai Mara and Mt Kenya have been closed indefinitely since May 2020. (The East African, 2020). In the first half of 2020, 45 percent of tourism businesses in Kenya estimated a revenue loss above 2.5 million Kenyan shillings, as an effect of the coronavirus (COVID-19) pandemic. Roughly 23 percent indicated loosing from KES. 500 thousand to 1 million, while approximately 15 percent of businesses pointed a loss of revenue above KES, 500,000. As of February 24, 2021, Kenya had over 105 thousand confirmed cases of coronavirus Measures to contain the outbreak, such as a night curfew and the closing of bars are still in force. However, under tight COVID-19 regulations, the country

resumed international flights on August 1, 2020 (Statistica, 2021). With a stronger more infectious third wave, the government of Kenya instituted yet another raft of measures including a partial lock down on 'disease infected zones of Nairobi, Kajiado, Machakos, Kiambu and Nakuru.

Kenya's GDP was estimated to contract by one percent in 2020, as an effect of the COVID-19 pandemic. The projection assumed that the coronavirus crisis weakens during the first half of 2021, with the emergence of vaccines. Considering the same scenario, the forecasts pointed out a strong rebound for the Kenyan economy in 2021, with an expected 6.9 percent growth of the Gross Domestic Product. Besides being an economic powerhouse in East Africa, Kenya is also one of the countries with more COVID-19 cases in the region. As of March 18, 2021, more than 117.5 thousand people were already infected by the virus in the country.

1.1.5 Hospitality Industry in Kenya

Hospitality industry in Kenya is comprised of three sub sectors: Travel and Tourism, Food and Beverage, and Accomodation. In the travel and tourism sub sector, international visitor arrivals in Kenya declined sharply to 471,000 from January to October 2020. In the year before, 2,035,400 people visited the country. (Statistica, 2021). Drop in tourist arrivals and COVID 19 containment measures affected accommodation and food services. The number of bed-nights rose by 6.3 per cent from 8,617.9 thousand in 2018 to 9,160.8 thousand in 2019. The number of hotel bed nights occupied by residents of Kenya maintained an upward trend rising by 5.7 per cent to 4,818.6 thousand in 2019accounting for 52.6 per cent of the total hotel bed nights occupied. The total number of available hotel bed nights increased by 12.2 per cent from 26,500.6 thousand in 2018 to 29,742.9 thousand in 2019, an indication of more investments in the sector. Conversely, hotel bed occupancy rate decreased from 32.5 per cent in 2018 to 30.8 per cent in 2019.

As of January 2021, the bed occupancy rate in Kenyan hotels was at 21 percent, registering a decrease from 26 percent in December 2020. According to hotel enterprises surveyed by the source, the decline expressed the return home by visitors who travelled for Christmas. Overall, bed occupancy recovered compared to the second quarter of 2020, when restrictions were implemented to contain the spread of coronavirus (COVID-19) in Kenya, leading also to a reduction in the level of hotel operations. However, the rate still below the period previous to the pandemic. For instance, in January 2020, the bed occupancy rate was at 62 percent

In 2019, the sector was vibrant recording an increase in gross value added by 10.3 per cent compared to 16.6 per cent growth in 2018. The growth of the sector in the period under

review was supported by heightened security, relaxation of travel advisories by governments of key tourism markets and political stability that prevailed in the country.

Tourism earnings grew by 3.9 per cent from KSh 157.4 billion in 2018 to KSh 163.6 billion in 2019. The slowed growth was evident in the marginal growth of 0.4 per cent in the number of international visitor arrivals to stand at 2.1 million visitors in 2019. Hotel bed night occupancy increased from 8.6 million in 2018 to 9.2 million in 2019. Further, the sector's performance was boosted by conference tourism that expanded by 14.0 per cent in 2019. In view of the restrictions within the hospitality sector, all operators of hotels, restaurants, eateries, bars and establishments that sell alcohol on wholesale or retail terms to do all that is necessary to ensure enhanced compliance with the Ministry of Health's guidelines and protocols. The fall represented an effect of the COVID-19 pandemic in the tourism sector. Like other nations worldwide, Kenya implemented measures to contain the spread of the virus, such as lockdown and flight restrictions. As a result, the passenger flow in the two main Kenyan airports was drastically low between March and July 2020. After flights were resumed, the volume of visitors increased, although remaining under the pre-COVID 19 level (Statistica, 2020).

1.1.6 Five Star Hotels in Nairobi City County
In Kenya, the Restaurant and Hotel Act Cap 494 is in charge of licensing of hotels and restaurants and also regulates the way hotels are operated in the country. The Act defines a hotel as a premise other than those specified in the third schedule on which accommodation is supplied or available for supply with or without food services in exchange for money or moneys' worth. The hotels are classified as per the Hotel and restaurant act using star ratings, from one star hotel's to five star hotels. The star ratings are a way of classifying hotels in terms of the standard it upholds and amenities it contains, they are said to be a depiction of great ambiance, the highest quality of service/products and they ooze class. One of the earliest five star hotels to be recognized in Nairobi was The Norfolk hotel back in the early 1960s.

As per the Kenyan Gazette, Gazette Notice No. 3976 (Vol. CV- No. 62) here are currently sixteen 5 star hotels in the country and eight of them are situated in Nairobi. The hotels have a bed capacity ranging from forty six beds to seven hundred and sixteen beds. The eight five star hotels in the region are hotels from the Intercontinental hotels group (IHG), Hilton Hotels, Fairmont Hotels, Sarova Group of hotels while the last two are independent hotels, they are specifically, Intercontinental hotel Nairobi, Hilton Hotel Nairobi, Fairmont the Norfolk Hotel,

Safari Park Hotel, Nairobi Serena Hotel, Laico Hotel which was formally the Grand Regency Hotel, Windsor Hotel and Sarova The Stanley Hotel.

Kenya, like most major reviewing bodies, uses the five-star system for grading done by Tourism Regulatory Authority (TRA), a corporate body established under section 4 of the Tourism Act No.28 of 2011. The Authority periodically undertakes National classification of all regulated tourism activities and services with the aim of ensuring high standards and quality of services. A Standardisation and Classification Committee comprising members from both the public and private sectors oversee the classification exercises. This is based on the approved criteria for each category of establishments.

Finest luxury establishment, superlative service, highest comfort standards well equipped, first-class services, and state of the art facilities A luxurious hotel, offering the highest degree of personal service. Elegance and style abound, and rooms are equipped with quality linens, VCR, CD stereo, Jacuzzi tub and in-room video. There are multiple restaurants on-site with extensive, gourmet menus, and room service is also available 24-7. A fitness centre, valet parking and concierge service round out the experience.

1.2 Research Problem

Due to the borderless nature of risk (Smith and Fischbacher 2009) and fluctuating environmental and market conditions, the possibility of breakdowns and disruptions within organisational systems has increased dramatically. As such, over the past few decades, the organisational landscape has been characterised by high-impact/low probability (HILP) events (Sheffi 2005), such as the economic downturn, fluctuating market conditions (stock market crash), natural disasters, terrorism, legal and regulatory actions, scandals and changing customer demands. An organisation's inability to adapt to any of these HILP events is a result of systemic organisational inadequacies. As such, HILP events have highlighted a much broader array of social and technological issues than previously encountered within operations management.

Resilience is both a multifaceted and multidimensional concept (Ponomarov and Holcomb 2009), relating to a variety of topics ranging from physical material properties to supply chain management, resulting in a diverse literature base. The concept of resilience has a firm grounding within the realm of ecology and gained considerable recognition through the work of Hollings (1973, 2001) and Walker et al. (2002, 2004). Fundamentally, the concept of resilience is closely related with the ability of an element or system to return to a stable state

after a disruption (Gunderson 2000, Cumming et al. 2005). Within organisations, resilience resides in both the individual and organisational responses to turbulence and discontinuities. This involves both the ability to withstand systematic discontinuities as well as the capability to adapt to new risk environments (Starr et al. 2003, Crichton et al. 2009). Although there is growing recognition of the concept within academic publications, the concept and features of organisational resilience have remained largely undefined and ambiguous.

Yawei et al (2019) studied on the importance of resilience for tourism organizations facing crises and disasters resulting in a theoretical framework that took a processual view to show how an organization's existing operational routines transform into new ones that are resilient to disruptive events. Alvez et al (2020) conducted a study on crisis management of small businesses in China during the COVID-19 pandemic and found that all participant firms adopted flexible HR strategies, product diversification, and exploration of new markets to achieve survival and resilience. Likewise, Su et al (2021) study also established some of the HR strategies used by tourism and hospitality businesses in Vietnam to develop organizational resilience against the first wave of the COVID-19 crises.

Locally, Kamika (2015) established that the most common strategies employed by five star hotels against environmental turbulence include: product development and modification, aggressive marketing campaigns, market development and corporate social responsibility. On the other hand, Chelimo (2018) found out that hotels in Nairobi, Kenya adopted the following strategies in order to respond to the changes in the external business environment: Technology, Diversification, Strategic Alliance, and Market Positioning. In a study by Crick et al (2018) on SMEs surveyed in Kenya and Senegal, it was found that they employ a range of strategies to deal with their heavy exposure to climatic risk. They ranged from strategies to maintain business continuity (sustainable adaptation or 'business preservation') to those that resulted in a contraction of business activity (termed 'unsustainable adaptation') to ward off the worst impacts of a disaster that is climatic in nature.

From the studies reviewed above, there is little or no research found in Kenya which has explored resilience building strategies as a means of coping with disasters or environmental turbulence, instead, the studies were limited to response strategies. Those that did, did not study them in Nairobi, Kenya yet the measures instituted by Kenyan government, due to the pandemic, were very unique to the Kenyan context. It is against this background that this study seeks to answer the following research question: what are some of the resilience

building strategies that have been adopted by five star hotels in Nairobi, Kenya in combating the impacts of COVID 19 pandemic?

1.3 Research Objectives

This study will be guided by the following study objective:

i.   Identify to what extent five star hotels have adopted resilience building strategies against the effect of COVID 19 pandemic by five star hotels in Nairobi City County

ii. The relationship between adoption of resilience building strategies and service delivery of five star hotels in Nairobi city county

1.4 Value of the Study

This study is important to the hospitality industry as it would provide valuable information on the diverse resilience building strategies that hotels can leverage on to prepare, absorb, adopt and recover against natural disasters such as COVID 19. Other businesses in diverse industries can also profit from the findings of this research since it may serve as a benchmark for resilience building strategies.

As academicians, the value of the research is to help us understand how hotels in Nairobi have adopted resilience building strategies and may be spark interests on how other industries can apply and put them into practice. Academia may find the findings of this study useful, more especially for researchers who have interest in furthering research on diverse dimensions of organization resilience. Findings are anticipated to help build on existing knowledge in the subject domain.

Increased knowledge of ways to build resilience could also be very significant for governments, regulatory authorities and development agencies in planning and executing strategies or in implementing policies to stimulate industry and sector development. Therefore, this study's recommendations will feed into policy.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter introduces the theoretical review of the hospitality industry followed by the concept of resilience building strategies. It looks at what has been suggested by various authors and scholars regarding organization resilience in relation to the COVID 19 pandemic. Therefore, the chapter encompasses the concept of strategies adopted by the hospitality industry in responding to the pandemic. The chapter is concluded by looking at empirical review and the conceptual model.

2.2 Theoretical Foundation

This section discusses a framework in which the theories relevant to the research are based. The study focuses on three most relevant theories, namely;Chaos theory, dynamic capability theory and resilience theory. These are discussed next.

2.2.1 Chaos Theory

Chaos theory is an interdisciplinary theory stating that, within the apparent randomness of chaotic complex systems, there are underlying patterns, interconnectedness, constant feedback loops, repetition, self-similarity, fractals, and self-organization.The butterfly effect, an underlying principle of chaos, describes how a small change in one state of a deterministic nonlinear system can result in large differences in a later state (meaning that there is sensitive dependence on initial conditions).A metaphor for this behavior is that a butterfly flapping its wings in Texas can cause a hurricane in China.

The theory will explain how a viral outbreak in a small city in China spread to every corner of the globe and literally stalled economies. The novel virus which is highly contagious became uncontainable as it spread fast prompting authorities to impose protocols that restricted movement and stay at home orders. These restrictions affected movement of tourists as well as productive capacities of the world economy, resulting into devastating outcomes including loss of jobs, shrinking of incomes in every sector since they are interconnected in complex fashion.

2.2.2 Dynamic Capability Theory

According to the Dynamic Capability Theory, organizations need to respond promptly to changes in their environment in order to obtain a competitive advantage (Teece et al., 1997). More specifically, organizations should develop dynamic capability, the 'ability to integrate, build, and reconfigure internal and external competences' to address rapidly changing

environments (Teece et al., 1997, p. 516). Per the definition of dynamic capability, reconfiguration and/or transformation of competences is a critical capability to organizational adaptations during environmental changes (Helfat et al., 2009; Teece, 2007).

In this context, reconfiguration refers to small changes within organizations, such as the revamping of routines, while transformation refers to radical changes in structures, processes, assets, business models, and decision rules, such as adding, deleting, or changing organizational layers (Girod & Whittington, 2017; Teece, 2007). In response to a crisis, some businesses may adopt cost-cutting reconfigurations, such as labor shedding. Others may implement other financial reconfigurations by reducing tangible and intangible investments. Other groups may increase their R&D budget to fuel productivity and growth and transform their processes gradually (Szalavetz, 2016). Businesses that adopt only cost leadership strategies may survive the crisis; however, they cannot promptly recover and grow since market demands change during and after the crisis. Thus, businesses need to adopt both reconfiguration and transformational strategies to build resilience successfully and continue offering quality service.

2.2.3 Resilience Theory

Prior scholarship has considered the highly numerous conceptualisations drawn on to define resilience. In presenting as many as 21 definitions developed in earlier studies, Norris et al. (2008) explain that common themes arising from these conceptualisations are the capacity to adapt successfully when facing adversity, stress or disturbance. Norris et al. (2008) propose their own definition referring to a theory of resilience in terms of "a process linking a set of adaptive capacities to a positive trajectory of functioning and adaptation after a disturbance" (p. 130). Furthermore, resilience is a dynamic condition (Brown et al., 2017), and can ensue when resources are rapidly accessible or robust, allowing for counteracting the impacts of a stressor, and as a result enabling a return to functioning adapted to the changed environment (Norris et al., 2008). However, while resilience formalisation represents "an indicator of preparedness and capability to cope with a crisis" (Herbane, 2019, p. 487), it is not a guarantee of successful recovery. Indeed, some organisations might be able to overcome a crisis without preparedness (Herbane, 2019).

In the context of this study, resilience will be looked at from the dimension of strategies that hoteliers have put in place to enhance preparedness, mitigation, response, and recovery from the disruptions of COVID 19 pandemic. From a strategic management point of view, it is important for change management process capabilities in enhancing resilience, notably, by

implementing long term planning, embracing operational elements of change management, and consideration of people and organisational dimensions. Certainly, innovative responses through improvements and continuous changes are crucial.

2.3 Resilience Building Strategies

Fromhold-Eisebith (2015) identified major reconfiguration and transformational strategies that can enhance sectoral resilience during a crisis: changes in market orientation, supply chain optimization, strategic corporate reorganization, focus on innovation and upgrading, and changes in production (relocation/transformation). In Fromhold-Eisebith's study, a sector refers to all the firms that together contribute to the creation of a specific end product; for example, all the manufacturers, intermediaries, and final product and service providers of consumer electronics constitute a sector. Since a sector is a system composed of individual actors and each actor's behavior affects the whole system, it is critical to know about each actor's response to a crisis. Thus, this study responds to this need by addressing an individual firm's resilience. The following sub-sections discuss these strategies.

2.3.1 Market orientation

Market orientation is defined as 'the organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it' (Kohli & Jaworski, 1990, p. 6). Per its definition, the three major stages of market orientation are market intelligence collection, market intelligence dissemination, and market responsiveness. Previous research supports the positive effect of market orientation capability on service firms' performance during crises. Lettice et al. (2014) showed that law firms with high scores of market orientation capability had a better subjective performance during the 2008–2009 economic crisis than the firms with low market orientation capability.

Market intelligence collection assisted the firms in developing an understanding of existing markets' status, competitors, threats, opportunities, and growth potential for new markets and services. To increase the capability of market intelligence collection, service firms should develop a formalized intelligence collection process in which data from various sources including the Internet, media, business networks, external stakeholders, government, and financial transactions are integrated, and different data analysis techniques and technologies are utilized (Ross et al., 2012).

2.3.2 Supply chain optimization

Optimization of supply chains helps service firms decrease their vulnerability to crises and cope with and recover from crises successfully (Jüttner & Maklan, 2011). To optimize supply chain performance, service firms should adopt strategies that can enhance their supply chain agility and resilience (Altay et al., 2018). Supply chain agility is defined as the supply chain's quick and cost-effective response to changes, while resilience is defined as the supply chain's coping with and recovery from disruptions (Altay et al., 2018).

A key factor that can increase agility and resilience is flexibility in two areas: procurement and distribution (Gligor et al., 2019). Procurement flexibility refers to the availability of a range of options to purchase and receive high-quality products/services and the ability to effectively take advantage of these options to meet changing market demands (Swafford et al., 2006). Distribution flexibility refers to the availability of a range of options for the storage and delivery of products/services to customers and the ability to effectively take advantage of these options to respond to changing marketplace conditions (Swafford et al., 2006).

2.3.3 Strategic corporate reorganization

During a crisis, vulnerable firms such as start-ups may decide to seek partnerships to reduce their costs and strengthen their market position. By contrast, well-established firms with substantial capital resources may be interested in acquiring other businesses to create growth opportunities and increase their revenues. These strategies fall under the corporate reorganization category, which involves different strategies including mergers and acquisitions, joint ventures, and strategic alliances (Fromhold-Eisebith, 2015; Nafday, 2011). A merger is a deal through which two existing firms unite and develop a new single firm, while an acquisition occurs when one firm takes over another and becomes the new owner (Hayes, 2020). A joint venture is a new third firm created through the legal partnership of two or more firms and a strategic alliance is a legal partnership in which two firms share resources such as intellectual capital, technologies, and trademarks (Kenton, 2019).

Service firms can adopt any of these strategies considering their needs and resources; however, mergers and acquisitions are more common than other strategies. Previous statistics demonstrated that mergers and acquisitions remained a major type of business reorganization strategy during economic recessions; for example, during the 2007–2010 economic recession, 49% of global corporate reorganization deals (measured by the volume of deals) were mergers and acquisitions (Allen & Overy, 2011).

2.3.4 Innovation

During a crisis, most firms immediately enter a crisis mode and start cutting expenditures on every item from daily operation to labor to R&D (Nafday, 2011). Although this strategy helps some firms to survive the crisis, a mere focus on cost-cutting may result in different problems, including a decrease in product quality, customer dissatisfaction, lack of post crisis growth, and feelings of pessimism and disempowerment among employees. Thus, a balance between cross-cutting and investment is necessary to help firms survive the crisis and grow after the crisis (Gulati et al., 2010). According to the Schumpeterian model, economic downturns eliminate less innovative firms while provides survival and growth opportunities for more innovative ones (Jung et al., 2018). This notion was supported by other studies as well. For example, Soininen et al. (2012) conducted a study on 194 Finish SMEs' performance during the 2007–2009 economic recession. They found that the operating revenue and total assets of innovative and proactive firms were impacted less by the recession. Madrid-Guijarro et al. (2013) also showed the positive effect of innovation on Spanish firms' subjective performance during the Great Recession.

If service firms decide to focus on innovation, they can adopt one or more of the four major forms of product/service, process, marketing, and organizational/management innovation (Landry, 2020; OECD, 2005, 2010). Product/service innovation refers to the design of a new product/service or a major improvement in the components or specifications of a product/service (OECD, 2010). This form of innovation is not very common during an economic downturn due to businesses' focus on cost reduction (George, 2020). However, an example in the service industry during COVID-19 is the launch of Airbnb Online Experiences. This new service allows customers to experience various online tours and events with local hosts (Board of Innovation, 2020). Other iconic examples of service innovation are Venmo and Dropbox, which were launched during the Great Recession (Dullea, 2020).

2.3.5 Business model transformation

A business model is defined as how a firm creates and captures value for its stakeholders including customers, employees, suppliers, shareholders, and society (Aspara et al., 2013; Kavadias et al., 2016; Ritter & Pedersen, 2020). During crises, some business models may fail, putting firms at risk. For example, during the 2007–2009 economic recession, financial institutions that were greater in size, had less capital, relied mainly on short-term market funding, and did not have diversified income resources were at greater risk of failure than other institutions (Altunbas et al., 2011). In the U.S., financial institutions such as Ameriquest and Countrywide Financial failed due to their reliance on selling loans as the only income

source and not taking any deposits from individuals and businesses (Gilbert, 2014). While, Washington Mutual and Wachovia failed because of the lack of balance in their diversified income sources and their heavy reliance on one source although they took deposits from millions of people and businesses (Gilbert, 2014). Such failures are also seen during the COVID-19 pandemic. Recently, Sweet Tomatoes (Souplantation), a California-based buffet chain, had to close its restaurants permanently across the U.S. This buffet chain and other buffets that are currently at the risk of failure, such as Ponderosa and Hometown Buffet, majorly relied on a self-service business model and one income source and could not apply proper changes in their business model (e.g. switching to takeout) (Kao, 2020).

On the contrary, some service firms have implemented configurations in their business models to survive the COVID-19 crisis. Some restaurants such as Panera Bread and California Pizza Kitchen started to sell fresh groceries alongside their regular food items (Morgan, 2020). With the cancelation of 90% of passenger flights in the airline industry, American Airlines, United Airlines, Virgin Atlantic, and Lufthansa changed their commercial passenger flights to cargo-only flights and began transporting essential items such as healthcare products (Morgan, 2020). These small changes have helped businesses to enter new markets and create new revenue streams. However, in addition to minor changes, service firms may consider more radical changes in their business models to secure their growth after the crisis.

2.4 Building Strategies that enhance Performance for COVID 19 impact in the Hospitality Industry

The scarce empirical research published regarding COVID-19 impacts until now reported severe falls in revenue per room and hotel occupancy (Nicola et al, 2020). In fact, the most worried issues for the hospitality sector concerning COVID-19 are financial issues and uncertainty related to pandemic duration and fear among tourists. Therefore, Duarte-Alonso et al (2020) recommend changes in revenue generation, plan post-lockdown and health protection measures in order to generate trust among tourists. In this sense, Hu et al. (2020) advised the necessity of reinforcing the health and safety of their employees for none to be part of the problem due to a new coronavirus outbreak until there is a vacuum. Some of these future strategies are also considered in Chang et al. (2020).

Predominantly, in the face of a major crisis such as the COVID-19 epidemic, hoteliers should establish a risk warning mechanism. Operators should strengthen risk and crisis awareness training to enable operators and employees to establish strong crisis awareness and anti-risk

capabilities; At the same time, a crisis management agency must be established to monitor, identify, diagnose, and rectify the strategic and execution management of the enterprise, thereby strengthening the company's operating fitness (Aliperti et al., 2020; Yue et al., 2020). Furthermore, Big data and the development of artificial intelligence (AI) has increased, and many service providers have launched smart services that are commonplace within hospitality and tourism industry (Kabadayi et al., 2019; Wuenderlich et al., 2015). With such smart technology platforms, companies can effectively increase business revenue, monitor competitors' performance, expand the distribution channels, improve corporate image, and formulate the best marketing strategy (Leung, 2019; Mohanty, 2017)

Moreover, strategic alliances are trading partnerships and new forms of business that enable participating companies to achieve strategic goals that exceed their existing capabilities by facilitating mutual resource exchanges (technologies, skills, or products) (Yoshino & Rangan, 1995). Mariani et al. (2019) pointed out that conjoint investment and pooling resources have generated positive eWOM at the global level and by targeting domestic and international travelers, this would be essential for strategic alliance partnerships. In the tourism supply chain, airlines not only provide a single delivery service but also cooperate with tourism-related industry players to launch various types of package tours and to provide passengers with a higher quality of travel services through the airline's own brand to available upmarket customers. Therefore, selection behavior of airlines choosing a suitable hotel for that partnership, in addition to affecting passenger satisfaction, will also affect the cooperative performance of each business (Fu et al., 2020).

2.5 Empirical Studies and Knowledge gap

In this section, a review of relevant studies is discussed. Yawei et al (2019) studied on the importance of resilience for tourism organizations facing crises and disasters since little is known about how these organizations become resilient. In the researchers study, dynamic capabilities are proposed as a mechanism that enables tourism organizations to respond to disruptive environmental changes through a process of routine transformation, resource allocation, and utilization. The resulting theoretical framework took a processual view to show how an organization's existing operational routines transform into new ones that are resilient to disruptive events, enabled by dynamic capabilities and slack resources. The paper outlines six research propositions and suggests methods for future empirical research. However, it did not explore resilient building from a strategy point of view, rather, focused on the theoretical processes hinged on dynamic capabilities view.

Alvez et al (2020) conducted a study on crisis management of small businesses during the COVID-19 pandemic; in particular, the researchers sought to establish survival, resilience and renewal strategies of firms in Macau, China. Data was collected via interviews from six local small firms. The research found that the sudden decline in demand had the strongest impact on small firms. As compared with large firms, new start-ups and small firms show high flexibility in their reactions to the crisis, partly due to the low level of bureaucracy and limited social responsibility compliance. Among the various types of response strategies, all participant firms adopted flexible HR strategies. Other common survival strategies include the increase of product diversification, exploration of new markets, and increase of learning. The study also found that some small businesses had a formal crisis plan and strategy before the outbreak, and these firms tend to have longer history, experience in dealing with crisis, and operate in more regulated sectors. The study was conducted in China and therefore could not be representative of firms in Kenya. Furthermore, it focused on small firms.

Su et al (2021) study establishes how tourism and hospitality businesses in Vietnam developed organizational resilience to survive the first wave of the Covid-19 crises. With employees acknowledged as a critical dimension in tourism and hospitality services, the study focused on how human resources (HR) practices were adopted to develop organizational resilience during the crisis. In-depth interviews were conducted with 20 tourism and hospitality managers during Vietnam's lockdown. The findings reveal valuable HR resilience-building practices that these businesses implemented before, during and after the lockdown. The results contribute to the understanding of how HR practices can sustain the tourism workforce and enhance organizational resilience in the face of a global pandemic. The research concentrated on HR-resilience strategies as opposed to the overall strategies. The context was three cities in Vietnam and thus findings may not be applicable to Kenya

Sobaih et al (2021) research is an early attempt to explore the direct impact of small hospitality enterprises' resilience on sustainable tourism development as well as indirect impact through performance. A pre-tested questionnaire survey was self-administered to owner-managers of small hospitality enterprises in Greater Cairo, Egypt. The results of structural equation modeling (SEM) using AMOS showed a positive, direct, and significant impact of resilience (planned and adaptive) on sustainable tourism development and indirect influence through performance. The results of the multi-group analysis showed that enterprise type has a significant effect on the results, where restaurant owner-managers expressed more resilience than their hotel counterparts. Though the study comprehensively examines both planned and adaptive resilience in the hospitality industry, it does so for small tourism

enterprises in Egypt. It further investigates the mediating role of performance on the effect of organization resilience on sustainable tourism development.

Kamika (2015) investigated the strategies adopted by Sarova Group of Hotels in Kenya in response to changes in the external business environment. This study helped us to understand what strategies the Sarova Hotels have put in place or matched to counter the various changes in the external business environment, and also remain relevant and make profits in the Hotel industry. The study viewed and analyzed these two study objectives, strategies adopted by Sarova Group of Hotels in response to changes in the external business environment and the environmental changes in business faced by Sarova Group of Hotels. The research design used was a case study as it was ideal for the research because it allowed in-depth research of the data collected. The researcher used both primary and secondary data. Primary data was collected using an interview guide with prospective respondents at the top-level management. Content analysis was used to analyze the data since the nature of the data was qualitative. This study found out that the hotels adopted the following strategies in order to respond to the changes in the external business environment, Technology, Diversification, Strategic Alliance, and Market Positioning. The study's emphasis was on response strategy as opposed to resilience building strategies. The environment was not examined from a global crisis perspective.

Chelimo (2018) research sought to addresses the strategic responses by five star hotels in hospitality industry to environmental turbulence in Kenya. The study was guided by environmental dependency and resource based view theories. The research methodology used descriptive survey research design and targeted 168 respondents who consisted of upper and middle managers in 8 of the five star hotels. The findings showed that indicated that majority of the respondents were of the opinion that the hotels are experiencing turbulence (48%) while 24% stated that it is irregular. Further, the strategic response for hotels is product development and modification (46%) and aggressive market campaigns (36%). Some respondents believed that market development (15%) and corporate social responsibility (03%) were the most common and best response to environmental turbulence. The study recommended that the owners of the hotels need to provide a favourable environment and support that will encourage creativity and innovation among employees while employees in lower cadres should embed strategic thinking practices, techniques and methods in their respective working procedures and activities. The study operationalized environmental turbulence from the competition and customers changing need and not form disruptions

caused by COVID 19 pandemic. Besides, it investigates response strategies – a component of resilience strategies

Crick et al. (2018) investigated to what extent and how micro, small and medium-sized enterprises (SMEs) in developing countries are adapting to climate risks. The researchers used a questionnaire survey to collect data from 325 SMEs in the semi-arid regions of Kenya and Senegal and analyzed the information to estimate the quality of current adaptation measures, distinguishing between sustainable and unsustainable adaptation. The study further explored the link between these current adaptation practices and adaptation planning for future climate change. Findings indicate that financial barriers are a key reason why firms resort to unsustainable adaptation, while general business support, access to information technology and adaptation assistance encourages sustainable adaptation responses. The finding lends support to the strategy of many development agencies who use adaptation to current climate variability as a way of building resilience to future climate change. Though the study focuses on organizational resilience and adaptability, it gives strategies adopted by SMEs in semi-arid areas of Kenya and not hotels in Nairobi Kenya. Moreover, it addresses responses to climatic risks and not health crises such as the COVID 19 pandemic

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research approach adopted in the investigation. The section looks into the research design, target population, the research instrument, data collection methods and data analysis procedures.

3.2 Research Design

This study will adopt a cross-sectional research design. A cross-sectional survey enables researchers to observe and describe variables of interests of a research at a specific point in time without any form of manipulation (Kothari, 2004). The design is suitable for this research, as it aids the gathering of significant information on organizational resilience of five-star hotels in Nairobi, Kenya.

3.3 Population of the Study

The target population of this study will be all the five-star hotels in Nairobi, Kenya. According to Tourism Regulatory Authority (2021) - corporate body established under section 4 of the Tourism Act No.28 of 2011, there are a total of 11 five-star rated hotels in Nairobi, Kenya (appendix II). The study will carry out a census due to the relatively low number of the target population.

3.4 Data Collection

The study will use primary data which will be collected via semi-structured questionnaires. Questionnaire is the most preferred technique for collecting data as it allows investigators to reach a large group of population and it is also economical. Additionally, provided that a questionnaire has high level of reliability, respondents would give closely comparable responses over and over again if a research was to be repeated severally. (Bryman & Bell, 2018; Saunders & Buckingham, 2017)

The questionnaires will have two parts I, and II where each section will be aligned to respective study objectives. Part I; will focus on collecting general information of the participant and the organization. Part II; will seek information on some of the resilience building strategies adopted by five star hotels to combat the effects COVID 19 pandemic while Part III will focus on quality of service delivery. Data will be collected by questions framed using the 5 point Likert scale format to obtain participant's preferences or degree of agreement with a statement or set of statements. The respondents will be head or assistant

heads of the following departments: Marketing, Operations, and Finance departments because the predetermined resilience building strategies in this study are likely to be understood better by the specialist managers mentioned.

Data will be collected from at least one respondent from each of the 3 previously mentioned departments in each of the 11 five star hotels thus bringing the total to 33 respondents. Web-based questionnaires will be sent to the various managers and their assistants. This approach is preferred in light of the prevailing COVID-19 pandemic against which virtual interaction and social distancing is encouraged. The researcher will make phone calls and email reminders to follow up respondents.

3.5 Data Analysis

Background information, objective one; resilience building strategies adopted by five star hotels in Nairobi, Kenya in combating COVID 19 pandemics will be analyzed using descriptive statistics. To establish the relationship between resilience building strategies and service delivery of five star hotels, a regression analysis will be used. The regression model is as follows: -

$$Y_A = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:

Y_A = Represents the composite measure of dependent variable, the effect of resilience building strategies on service delivery of five star hotels

α = the Y intercept when x is zero or the constant

β_{ij} = Regression Coefficients

X_1 = Market Orientation

X_2 = Supply Chain Optimization

X_3 = Strategic Corporate Re-organization

X_4 = Innovation

X_5 = Business Model Transformation

ε = the error term

Table 3.1 gives a summary of data collection and the analysis method

Table 3.1: Summary of Data Collection and Analysis Method

Objective	Questions	Data Analysis Method
Background Information	Part I	Descriptive Statistics – Means, frequencies, & percentages
Identify some of resilience building strategies adopted by five star hotels in Nairobi, Kenya in combating COVID 19 pandemics	Part II	Descriptive Statistics – Means & standard deviation
The relationship between adoption of resilience building strategies and service delivery of five star hotels in Nairobi city county	Part III	Inferential Statistics – Regression Analysis

Source: Researcher (2021)

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter starts with data analysis, findings then finally interpretation. This section represents results on the data sought on resilience building strategies and service delivery of five star hotels in Nairobi, Kenya. The research had two objective: to ascertain the level to which resilience building strategies have been employed by five star hotels in Nairobi, Kenya, and to determine the effect of resilience building strategies on service delivery of five star hotels in Nairobi, Kenya. The target study population for the study was operations, marketing and finance managers or their equivalent.

4.1.1. Response Rate

In this study, 33 questionnaires were distributed out of which 28 were fully filled and hence usable for the study. This translates to 858% response rate. Mugenda and Mugenda (2003) argues that a response of >60% is sufficient for comprehensive data analysis.

4.2 Demographic Information

The study sought to examine background information of the respondents in terms of job title, gender, working experience, level of education and age of the company in Kenya. The intended purpose for this information was to find out the relationship between information given and the general profile of the respondents.

4.2.1 Gender

The researcher sought to establish the composition of respondents' gender as represented in the companies. Table 4.2.1 below summarizes the results.

Table 4.2.1 Gender

Gender	Frequency	Percent
Male	20	71
Female	8	29
Total	28	100.0

Source: Research Data (2021)

The findings from table 4.2.1 above show that there was a gender discrepancy between male and female employees since male respondents were 71% and female respondents were 29%. This indicates that more male employees occupy operations, finance and marketing positions in five star hotels more than female employees.

4.2.2 Education

The research required respondents to indicate what their highest level of education was. The results are summarized in table 4.2.2 as follows.

Table 4.2.2 Education

Education	Frequency	Percent
College Level	4	14
Undergraduate	18	64
Masters	6	21
Total	28	100.0

Source: Research Data (2021)

From the table 4.2.2 it can be seen that 14 % of the research participants had certificate and diploma qualifications, 64% of the respondents had undergraduate qualifications while 21% of the respondents had master's degree qualification. Hence, the respondents had adequate relevant education background and considered to be well placed to present reliable information as sought by the researcher.

4.2.3 Experience

The researcher wanted to establish the respondents' work experience in their respective companies; table 4.2.3 summarizes the responses that were provided.

Table 4.2.3 Work Experience

Experience	Frequency	Percent
1 to 5 years	22	79
6 to 10 years	4	14
over 10 years	2	7

Total	28	100.0

Source: Research Data (2021)

The results revealed that 79% of the research participants had worked in their respective companies for < 5 years, 14% had experience spanning 6-10 years and 7% had over 10 years' experience. This is evidence that the bulk of respondents had sufficient experience and thus considered to have adequate knowledge and understanding of their respective companies' with regard to what the researcher sought.

4.3 Adoption of resilience building strategies

Objective one of the study was to establish the degree of implementation of resilience building strategies by five star hotels. Descriptive statistics was carried out on all the resilience building strategies investigated by the study on a scale of 1-5 where 1-no extent at all and 5-very great extent. Table 4.3 below represent the results.

Table 4.3 Extent to which resilience building strategies have been implemented by five star hotels

Descriptive Statistics		
Resilience Building Strategies	**Mean**	**Std. Deviation**
Supply Chain Optimization	4.07	0.78
Market Orientation	4.02	0.84
Innovation	3.91	0.89
Business Model Tranformation	3.87	1.02
Strategic Corporate Reorganization	3.82	0.83

Source: Research Data (2021)

From the results of descriptive statistics on the extent of adoption of resilience building strategies, the results indicate that all the strategies nvestigated have been implemented by five star hotels in Nairobi Kenya as indicated above. Supply chain optimization indicated a mean of 4.07, market orientation indicated a mean value of 4.02, innovation indicated a mean value of 3.91, business model tranformation indicated a mean value of 3.87, while strategic corporate reorganization indicated a mean value of 3.82. Hence, resilience building strategies have been implemented to a moderate extent in five star hotels in Nairobi, Kenya. The results

above, therefore, helps this study to resolve and agree that five star hotels in Nairobi, Kenya have adopted resilience building strategies in service delivery to a moderate extent.

4.3.1 Discussion

The findings of the study show that to a moderate degree five star hotels in Nairobi, Kenya have resilience buiding strategies in service delivery. This was indicated by the results whereby descriptive analysis carried out on each and every variable, indicated that all the five pre-determined resilience strategies had mean values greater than 3 on a scale of 1-5 where 0 indicates not implemented, while 5 indicates fully implemented. This is consistent with a study by Huang and Jahromi (2020) who found out that in a harsh environment, which would probably be the case for all COVID-19 pandemic scenarios, service firms should initially adopt strategies that help them to survive and free up resources (e.g. cost-cutting), and, then, complement it with one or more of the five resilience-building strategies based on the degree of volatility and malleability of the environment. In a highly volatile and nonmalleable scenario, service firms should focus on strategies that help them to adapt to the environment, such as market orientation and supply chain optimization (i.e. reconfigura- tion strategies). However, in a highly volatile but malleable scenario, the firms should adopt strategies that can change the business environment, such as innovation and business model transformation (i.e. transformation strategies) (Reeves, 2017).

4.4 Relationship between Resilience building strategies and service delivery

The study's second objective was to uncover the outcome of implementation of practical resilience building strategies on service delivery of five star hotels in Nairobi, Kenya. The study used multiple regression on all the proposed resilience building strategies. Table 4.4.1 summarizes the regression analysis model summary:

4.4.1 Model Summary on Service Delivery

Regression Statistics	
Multiple R	0.678
R Square	0.460
Adjusted R Square	0.337
Standard Error	4.793
Observations	28

The research findings show in table 4.4.1 that R squared is 0.460 implying that 46.0% variation in service delivery in five star hotels can be explained by variations in the predictor variables. There could be other variables that may also explain variations in service delivery, these variable(s) comprise the remaining 54% of the unexplained variation in the model.

Table 4.4.2 ANOVA Table on Service Delivery

	df	SS	MS	F	Significance F
Regression	5	431.110	86.222	3.753	0.013
Residual	22	505.466	22.975		
Total	27	936.577			

Table 4.4.2 gives results of whether the model was a good fit. As indicated in the table, the independent variables are good predictors of service delivery. This is evidenced by p-value 0.013<0.05 thus the overall model is statistically significant at 95% confidence level.

Table 4.4.3 Regression Coefficients on Service Delivery

	Coefficients	Standard Error	t Stat	P-value
Intercept	-9.313	5.895	-1.979	0.028
MO	2.168	2.021	1.072	0.095
SCO	1.901	2.591	1.973	0.040
SCR	3.841	3.015	2.273	0.016
Inn	-5.472	3.864	-1.416	0.070
BMT	5.601	3.339	2.677	0.007

a. Dependent Variable: Service Delivery
b. Predictors: Market Orientation (MO), Supply Chain Optimization (SCO), Strategic Corporate Re-organization(SCR), Innovation (Inn), Business Model Transformation (BMT)

$$Y=-9.313+2.168X_1+1.901X_2+3.841X_3-5.472X_4+5.601X_5$$

From the table above it can be seen that, market orientation (t=1.072, p=0.095) is positively related to service delivery but statistically insignificant at 95% confidence level as (t=1.072<1.96; p=0.095>0.05). Innovation is negatively related to service delivery and statistically insignificant as well. All other resilience building strategies, namely supply chain

optimization (1.973;0.040), strategic corporate re-organization (2.273;0.016) and business model transformation (2.677;0.007) were found to be positively related to service delivery and are statistically significant at 95% confidence level as (t=1.973<1.96; p=0.040>0.05), (t=2.273<1.96; p=0.016>0.05) and (t=2.677<1.96; p=0.007>0.05) respectively. The constant -9.313 indicates that holding all the independent variables at 0, service delivery in five star hotels were performing at negative. The beta value $\beta_1 = 2.168$ indicates that a unit increase in market orientation strategy will result in 2.168 unit increase in service delivery while $\beta_2=$ 1.901 implies that an increase in supply chain optimization strategy by one unit will cause an increase in service delivery by 1.901 units. On the other hand, $\beta_3= 3.841$ means that an increase in strategic corporate re-organization by one unit will cause a change in the service delivery by 3.841 units and $\beta_5= 5.601$ implies that any unit increase in business transformation modelling will bring about a relate increase 05.601 unit in service delivery. Lastly, $\beta_4= -5.472$ implies that a unit increase in innovation will result in reduction in service delivery by 5.472 units.

4.4.1 Discussion

The second objective of the study was to establish the effect of resilience building strategies on service delivery five star hotels in Nairobi Kenya. The study used multiple regression analysis to analyze the effects of the various predetermined resilience buiding strategies on service delivery. The multiple regression analysis established that 46% of service delivery was affected by resilience building strategies. This is an indication that, though the five star hotels have adopted resilience building strategies moderate to great extent, the strategies are yet to significantly impact on service delivery. The models used was statistically significant at 95% confidence level.

The negative constant in the regression model implied that, without having embraced resilience building strategies during COVID 19, five star hotels' service delivery had already taken a dip and were operating in the negative. This can be supported by the fact that the pandemic hit the insustry so had that most of the hotels had to shut down operations and customer were also hesitant to visit those that were in operation given the governments restriction protocols.

Innovation was found to be negatively related to service delivery in the five star hotels during the pandemic as is exhibited by a beta coefficient value of -5.472. This could imply that innovations utilized by the hotels were not appreciated by patron and chances are that it did not offer satisfaction to customers, matter empathy, responsiveness, tangibility among others,

attributes that determine quality service delivery. This finding is consistent with Kyei and Bayoh (2017) research who found out that product innovation and administrative innovation showed a rather negative relationship with customer retention as a result of dissatisfaction in service delivery.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The section starts with the summary of the study, proceeds to conclusions, recommendations and ends with limitations of the study. One of the objective of the study was to establish the the extent to which five star hotels have adopted resilience building strategy for service delivery during COVID 19 pandemic. The other objectives to investigate the relationship between adoption of resilience building strategies for service delivery by five stay hotels in Nairobi, Kenya.

5.2 Summary

This study focused on resilience building strategies and service delivery of five star hotels in Nairobi City County during COVID 19 pandemic. The objectives of the study were: to establish the degree to which five star hotels in Nairobi City County have adopted resilience building strategies in service delivery; and to find out the relationship between resilience buiding strategies and service delivery of five star hotels in Nairobi City Count during COVID 19 pandemic.

The study carried out a survey and used a descriptive cross-sectional research design. Data was collected using web-based google form questionnaires from operations managers, marketing managers and finance managers or their equivalents in five star hotels in Nairobi City County. All the questionnaires were sent through email and WhatsApp to specific managers. A total of 28 responses were received and were deemed fit for analysis. The respondent background information showed that we had more males that females occupying the targeted departments. The respondents had sufficient level of education and had served in the respective companies for substantial amount of time thus were in a good position to provide the data sought by the researcher.

As relates to the extent to which five star hotels in Nairobi City County have adopted resilience building strategies, findings reveal it is to a moderate to large extent as indicated by means of three and above. This is a pointer to the fact that five star hotels have implemented resilience building strategies and are leveraging the benefits of such in ensuring quality service delivery to their customers. The second objective sought to examine the relationship that exists between resilience building strategies and service delivery of five star hotels. Results reveal that market orientation, supply chain optimization, strategic corporate reorganization and business model transformation strategies and service delivery are positively related as indicated by positive coefficients produced by the study's multiple regression model.

However, innovation strategies in the hotels were found to have a negative relationship with service delivery. Though they have adopted the strategies to a moderate to large extent, resilience building strategies had a 46% composite impact on service delivery.

5.3 Conclusion

Resilience building strategies have been implemented moderate to a large extent by five star hotels in Nairobi City County during COVID 19 pandemic. Of the predetermine reseileince building strategies, all were found to have a positive relationship with service delivery except for innovation strategies. The study further found out that resilience building strategies had little to moderate effect on service delivery. Supply chain optimization strategy was the most implemented while strategic corporate re-organization strategies were the least implemented.

Moreover, the regression model showed that five star hotels had a negative service delivery performance having not taken the resilience building strategies into account. Finally, market orientation strategies were found to be statistically insignificant.

5.4 Recommendations for Policy and Practice

Given that results show a negative effect on service delivery during COVID 19 pandemic situation, five star hotels should invest more in resileinece building strategies for a sustained period of time if they are to realise positive net effects of the strategies. It will require concerted and consistent efforts to restore the sector on to a positive trajectory of service delivery.

Since innovation has been found to have a negative relationship on service delivery during COVID 19 pandemic, managers should interrogate the kind of innovations being implemetened as they could most likely be embracing technologies and innovations that do not resonate well with both the workers and customer to such an extent that service delivery is affected. There is a chance that the innovations adopted do not satisfactorily meet the requirements and measures of quality service delivery as guided by SERVQUAL scale that fronts five dimensions: tangibles, reliability, responsiveness, assurance and empathy.

5.5 Limitations of the Study

Despite the insights revealed by this study, some limitations exist: simplistic multiple regression model was adopted to establish the relationship between resilience building strategies and service delivery yet there are other variables that exist which affect this relationship and ought to be included in the analysis. Likewise, the model assumed that the relationship between resilience building strategies and service delivery in linear, which may

not be the case. The model cannot reveal causation of the effects of resilience building strategies. Additionally, this study used a survey approach. Though it is a sound methodological approach, it may limit the extent of insights unveiled.

5.6 Suggestions for Further Research

Future research should be considered in resilience building strategies with additional variable such as environment dynamism as mediating, mediated or intervening variables as part of the analysis model. This would be an improvement of this model and would have a stronger explanatory power. The environment dynamism as a result of the COVID 19 pandemic effects plays a big role in how resilience building strategies are implemented to counter the impacts of the disaster. To establish deeper insights on the relationship between resilience building strategies and service delivery, future research may be done using a mixed method approach, for example, using both a survey and semi-structure questionnaire. Researchers could also do explore why innovation had a negative relationship with service delivery yet in most cases, it would be expected to improve it.

REFERENCES

Altay, N., Gunasekaran, A., Dubey, R., & Childe, S. J. (2018). Agility and resilience as antecedents of supply chain performance under moderating effects of organizational culture within the humanitarian setting: A dynamic capability view. *Production Planning & Control*, 29(14), 1158–1174. https://doi.org/10.1080/09537287.2018.1542174

Alvez, J. C., Lok, T. C., Luo, Y. B., & Hao, W. (2020). Crisis Management for Small Business during the COVID-19 Outbreak: Survival, Resilience and Renewal Strategies of Firms in Macau. *Research Square,* https://doi.org/10.21203/rs.3.rs-34541/v1

American Chamber Of Commerce, Kenya. (2020). Report on Assessing the Impact of the Covid-19 Pandemic on Kenya's Economic and Business Environment. Retrieved from https://www.amcham.co.ke/sites/default/files/report-documents/AmCham%20Report%20on%20Economic%20Impact%20of%20COVID-19%20in%20Kenya.pdf

Aspara, J., Lamberg, J. A., Laukia, A., & Tikkanen, H. (2013). Corporate business model transformation and inter-organizational cognition: The case of nokia. *Long Range Planning*, 46(6), 459–474. https://doi.org/10.1016/j.lrp.2011.06.001

Ates, A., & Bititci, U. (2011), Change process: a key enabler for building resilient SMEs. *International Journal of Production Research, 49* (18), 5601-5618.

Biggs, D., Hicks, C. C., Cinner, J. E., & Hall, C. M. (2015). Marine tourism in the face of global change: The resilience of enterprises to crises in Thailand and Australia. *Ocean & Coastal Management,* 105, 65–74. https://doi.org/10.1016/j.ocecoaman.2014.12.019

Biggs, D., Hall, C. M., & Stoeckl, N. (2012). The resilience of formal and informal tourism enterprises to disasters: Reef tourism in Phuket, Thailand. *Journal of Sustainable Tourism*, 20 (5), 645–665. https://doi.org/10.1080/09669582.2011.630080

Board of Innovation. (2020). How to Innovate during an economic recession. Retrieved February 10, 2021 from https://www.boardofinnovation.com/low-touch-economy/innovate-during-a-recession/

Borchert, I., & Mattoo, A. (2010). The crisis-resilience of services trade. *The Service Industries Journal*, 30(13), 2115–2136. https://doi.org/10.1080/02642060903289944

Bosa, D. (2020, June 16). Airbnb is Poised for a Comeback after a Brutal Spring. *CNBC*. https://www.cnbc.com/2020/06/16/airbnb-poised-for-comeback-after-brutal-covid-19-spring.html?utm_medium=website&utm_source=archdaily.com

Brown, N. A., Rovins, J. E., Feldmann-Jensen, S., Orchiston, C., Johnston, D. (2017). Exploring disaster resilience within the hotel sector: a systematic review of literature. International *Journal of Disaster Risk Reduction, 22,* 362–370. https://doi.org/10.1016/j.ijdrr.2017.02.005

Bartik, A. W., Bertrand, M., Cullen, Z. B., Glaeser, E. L., Luca, M., & Stanton, C. T. (2020). *How are small businesses adjusting to COVID-19? Early evidence from a survey (No. w26989).* National Bureau of Economic Research.

Celik, S., Ashikali, T., & Groeneveld, S. (2011). The binding effect of diversity management on employees in the Dutch public sector. The role of transformational leadership. *Journal for HRM*, *14* (4), 32–53.

Chang, C.L., McAleer, M., Ramos, V. (2020). The future of tourism in the COVID-19 Era. *Advance Decision Science, 24*, 218–230.

Cutter, S. L., Barnes, L., Berry, M., Burton, C., Evans, E., Tate, E., & Webb, J. (2008). A place-based model for understanding community resilience to natural disasters. *Global Environmental Change*, https://doi.org/10.1016/j.gloenvcha.2008.07.013

Dahles, H., & Susilowati, T. P. (2015). Business resilience in times of growth and crisis. *Annals of Tourism Research*, https://doi.org/10.1016/j.annals.2015.01.002

Duarte-Alonso, A.D., Kok, S.K., Bressan, A., O'Shea, M., Sakellarios, N., Koresis, A., Santoni, L.J. (2020). COVID-19, aftermath, impacts, and hospitality firms: An international perspective. *International Journal of Hospitality Management*, 91, 102654

Dullea, S. (2020, April 27). In recessions, investing in innovation is essential. *MassChallenge.* https://masschallenge.org/article/recessions-investing-innovation-essential

Danes, S.M., Loy, J.T.-C. & Stafford, K. (2008). Business planning practices of family-owned firms within a quality framework. *Journal of Small Business Management, 46* (3), 395-421.

Espiner, Stephen, & Becken, Susanne. (2013). Tourist towns on the edge: Conceptualising vulnerability and resilience in a protected area tourism system. *Journal of Sustainable Tourism*. https://doi.org/10.1080/09669582.2013.85522

Faridian, P. H., & Neubaum, D. O. (2021). Ambidexterity in the age of asset sharing: Development of dynamic capabilities in open source ecosystems. *Technovation*, 99, 102125. https://doi.org/10. 1016/j.technovation.2020.102125

Fritze, M. P., Marchand, A., Eisingerich, A. B., & Benkenstein, M. (2020). Access-based services as substitutes for material possessions: The role of psychological ownership. *Journal of Service Research*, 23(3), 368–385. https://doi.org/10.1177/1094670520907691

Fromhold-Eisebith, M. (2015). Sectoral resilience: Conceptualizing industry-specific spatial patterns of interactive crisis adjustment. *European Planning Studies*, 23(9), 1675–1694. https://doi.org/10.1080/09654313.2015.1047329

Foster, S. P., & Dye, K. (2005). Building continuity into strategy. Journal of Corporate Real Estate, 7 (2), 105–119. https://doi.org/10.1108/14630010510812530

Gebhardt, G. F., Farrelly, F. J., & Conduit, J. (2019). Market intelligence dissemination practices. *Journal of Marketing*, 83(3), 72–90. https://doi.org/10.1177/0022242919830958

George, M. (2020, June 10). *Food innovation during and after COVID-19*. Food Industry Executive. https://foodindustryexecutive.com/2020/06/food-innovation-during-and-after-covid-19/

Gligor, D., Gligor, N., Holcomb, M., & Bozkurt, S. (2019). Distinguishing between the concepts of supply chain agility and resilience. *The International Journal of Logistics Management*, 30(2), 467–487. https://doi.org/10.1108/IJLM-10-2017-0259

Grand Thornton. (2020). Hotel industry: navigating the impact of COVID-19.

Gulati, R., Nohria, N., & Wohlgezogen, F. (2010). Roaring out of recession. *Harvard Business Review*, 88 (3), 62–69. https://hbr.org/2010/03/roaring-out-of-recession

Hayes, A. (2020, July 1). Mergers and acquisitions – M&A. *Investopedia*. https://www.investopedia.com/terms/m/mergersandacquisitions.asp#

Herbane, B. (2019). Rethinking organizational resilience and strategic renewal in SMEs. *Entrepreneurship & Regional Development, 31* (5–6), 476–495.

Hall, C. M., Prayag, G., & Amore, A. (2017). Tourism and resilience: Individual, organisational and destination perspectives. *Channel View Publications*.

Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D., & Winter, S. G. (2009). *Dynamic capabilities: Understanding strategic change in organizations*. John Wiley & Sons.

Hu, X., Yan, H., Casey, T., Wu, C.H. (2020). Creating a safe haven during the crisis: How organizations can achieve deep compliance with COVID-19 safety measures in the hospitality industry. *International Journal of Hospitality Management*, 92, 102662.

Irandu, E., M. (2020, May 21). Impact of COVID-19 on Travel and Tourism Industry in Kenya [Blog Post]. Retrieved from https://uonresearch.org/blog/impact-of-covid-19-on-travel-and-tourism-industry-in-kenya/

Jung, H., Hwang, J., & Kim, B. K. (2018). Does R&D investment increase SME survival during a recession? *Technological Forecasting and Social Change*, 137, 190–198. https://doi.org/10.1016/j. techfore.2018.07.042

Jüttner, U., & Maklan, S. (2011). Supply chain resilience in the global financial crisis: An empirical study. *Supply Chain Management: An International Journal*, 16(4), 246–259. https://doi.org/10. 1108/13598541111139062

Kavadias, S., Ladas, K., & Loch, C. (2016, October). *The transformation business model*. Harvard Business Review. https://hbr.org/2016/10/the-transformative-business-model

Kenton, W. (2019, September 5). Strategic alliance. *Investopedia*. https://www.investopedia.com/terms/s/strategicalliance.asp

Kyei, D. A., Bayoh, A. T. A. (2017). Innovation and Customer Retention in the Ghanaian telecommunication industry. *International Journal of Innovation, vol. 5, no. 2,* pp. 171-183

Kohli, A. K., & Jaworski, B. J. (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), 1–18. https://doi.org/10.1177/002224299005400201

Kochnar, R., & Barroso, A. (2020, March 27). Young workers likely to be hard hit as COVID-19 strikes a blow to restaurants and other service sector jobs. Pew Research Center. https://www.pewresearch.org/fact-tank/2020/03/27/young-workers-likely-to-be-hard-hit-as-covid-19-strikes-a-blow-to-restaurants-and-other-service-sector-jobs/

Landry, L. (2020, May 2). Business model innovation: What it is and why it's Important. *Northeastern University Graduate Programs*. https://www.northeastern.edu/graduate/blog/implementingbusiness-model-innovation/

Lee, K., Forbes, M., Lukasiewicz, G., Williams, W., Sheets, A., Fischer, K., & Niedner, M. (2015). Promoting staff resilience in the pediatric intensive care unit. *American Journal of Critical Care*, *24* (5), 422–430. https://doi.org/10.4037/ajcc2015720

Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21 (3), 243–255. https://doi.org/10.1016/j.hrmr.2010.07.001

Lettice, F., Tschida, M., & Forstenlechner, I. (2014). Managing in an economic crisis: The role of market orientation in an international law firm. *Journal of Business Research*, 67(1), 2693–2700. https://doi. org/10.1016/j.jbusres.2013.03.018

Madrid-Guijarro, A., García-Pérez-de-Lema, D., & Van Auken, H. (2013). An investigation of spanish SME innovation during different economic conditions. *Journal of Small Business Management*, 51(4), 578–601. https://doi.org/10.1111/jsbm.12004

Martin-Rios, C., & Pasamar, S. (2018). Service innovation in times of economic crisis: The strategic adaptation activities of the top EU service firms. R&D Management, 48(2), 195–209. https://doi.org/10.1111/radm.12276

Mi, Z., & Coffman, D. (2019). The sharing economy promotes sustainable societies. *Nature Communications,* 10(1), 1–3. https://www.nature.com/articles/s41467-019-09260-4

Mudassir, H. (2020, March 16). COVID-19 will fuel the next wave of innovation. *Entrepreneur*. https://www.entrepreneur.com/article/347669

Nafday, A. M. (2011). Strategies for professional engineering firms during economic recession. *Journal of Professional Issues in Engineering Education and Practice*, 137(1), 7–11. https://doi.org/10.1061/(ASCE)EI.1943-5541.0000035

Nechifor V., Ferrari E., Kihiu E., Laichena J. Omanyo D., Musamali R., Kiriga B., COVID-19 impacts and short-term economic recovery in Kenya, EUR 30296 EN, Publications Office of the European Union, Luxembourg, 2020, ISBN 978-92-76-19424-8, doi:10.2760/767447, JRC121284.

Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., Agha, M., Agha, R. (2020). The socio-economic implications of the coronavirus pandemic (COVID-19): A review. *International Journal of Surgery*, 78, 185.

Nilakant, V., Walker, B., Van Heugen, K., Baird, R., & De Vries, H. (2014). Research note: Conceptualising adaptive resilience using grounded theory. *New Zealand Journal of Employment Relations*, 39, 79–86.

Norris, F.H., Stevens, S.P., Pfefferbaum, B., Wyche, K.F., & Pfefferbaum, R.L., (2008). Community resilience as a metaphor, theory, set of capacities, and strategy for disaster readiness. American Journal of Community Psychology, 41 (1–2), 127–150.

Noorani, H. (2020, November 25). Covid-19 exposes technology gap in the hotel industry. *Business Daily.* Retrieved from https://www.businessdailyafrica.com/bd/opinion-analysis/ideas-debate/covid-19-exposes-technology-gap-in-the-hotel-industry--3208858

OECD. (2005). *The measurement of scientific and technological activities: Guidelines for collecting and interpreting innovation data.* Oslo Manual (3rd Eds). Working Party of National Experts on Scientific and Technology Indicators.

OECD. (2010). *OECD innovation strategy: Defining innovation.* Retrieved February 8, 2021 from https:// www.oecd.org/site/innovationstrategy/defininginnovation.htm

Orchiston, C., Prayag, G., & Brown, C. (2016). Organizational resilience in the tourism sector. *Annals of Tourism Research*, 56, 145–148. https://doi.org/10.1016/j.annals.2015.11.002

Prayag, G. (2018). Symbiotic relationship or not? Understanding resilience and crisis management in tourism. *Tourism Management Perspectives*, https://doi.org/10.1016/j.tmp.2017.11.012

PricewaterhouseCoopers. (2017). https://www.pwc.com/us/en/services/alliances/ethisphere/creating-a-culture.html

Ross, P., McGowan, C., & Styger, L. (2012, November 19–21). *A comparison of theory and practice in market intelligence gathering for Australian micro-businesses and SMEs*. Proceedings of 19th International Business Research Conference. https://doi.org/10.2139/SSRN.2174337

Sawalha, I. H. S. (2015). Managing adversity: Understanding some dimensions of organizational resilience. *Management Research Review*, https://doi.org/10.1108/MRR-01-2014-0010

Schreier, M. (2006). The value increment of mass-customized products: An empirical assessment. *Journal of Consumer Behaviour*, 5(4), 317–327. https://doi.org/10.1002/cb.183

Smith, K. A., & Foreman, D. (2020, April 3). List of banks offering relied to customers affected by Coronavirus (COVID-19). *Forbes*. https://www.forbes.com/sites/advisor/2020/04/03/list-of-banksoffering-relief-to-customers-affected-by-coronavirus-covid-19/#7f7ccb804efa

Sobaih, A., E., E., Elshaer, I., Hasanein, A., M., & Abdelaziz, A., S. (2021). Responses to COVID-19: The role of performance in the relationship between small hospitality enterprises' resilience and sustainable tourism development. *International Journal of Hospitality Management,* 94, 102428. https://doi.org/10.1016/j.ijhm.2020.102824

Soininen, J., Puumalainen, K., Sjögrén, H., & Syrjä, P. (2012). The impact of global economic crisis on SMEs. *Management Research Review*, 35(10), 927–944. https://doi.org/10.1108/01409171211272660

Su, D. N., Tra, D. L., Huynh, H. M. T., Nguyen, H. H. T., & O'Mahony, B. (2021). Enhancing resilience in the Covid-19 crisis: lessons from human resource management practices in Vietnam, *Current Issues in Tourism*, https://doi.org/10.1080/13683500.2020.1863930

Suneson, G. (2020, March 21). Industries hit hardest by coronavirus in the US include retail, transportation, and travel. USA Today. https://www.usatoday.com/story/money/2020/03/20/us-industriesbeing-devastated-by-the-coronavirus-travel-hotels-food/111431804/

Swafford, P. M., Ghosh, S., & Murthy, N. (2006). The antecedents of supply chain agility of a firm: Scale development and model testing. *Journal of Operations Management*, 24(2), 170–188. https://doi.org/10.1016/j.jom.2005.05.002

Szalavetz, A. (2016). Post-crisis developments in multinational corporations' global organizations. *Competition & Change*, 20(4), 221–236. https://doi.org/10.1177/1024529416655269

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. Strategic. *Management Journal*, 18(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and micro foundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350. https://doi.org/10.1002/smj.640

Tourism Regulatory Authority. (2020). Classified Establishments Register. https://www.tourismauthority.go.ke/index.php/resource-entre/downloads/category/12-classified-tourism-enterprises?download=376:classification-register

Tuttle, B. (2020, July 28). 'The Haunted Road' Halloween drive-thru experience coming to Orlando. *Attractions Magazine*. https://attractionsmagazine.com/the-haunted-road-halloween-drive-thruexperience-coming-orlando/

United Nations. Shared Responsibility, Global Solidarity: Responding to the Socio-Economic Impacts of COVID-19. Available online: https://unsdg.un.org/sites/default/files/2020-03/SG-Report-Socio-EconomicImpact-of-Covid19.pdf (accessed on 18 January 2021).

Wade, M., & Bjerkan, H. (2020, April 17). Three proactive response strategies to COVID-19 business challenges. https://sloanreview.mit.edu/article/three-proactive-response-strategies-to-covid-19- business-challenges/

Wilhelms, M. P., Merfeld, K., & Henkel, S. (2017). Yours, mine, and ours: A user-centric analysis of opportunities and challenges in peer-to-peer asset sharing. *Business Horizons*, 60(6), 771–781. https://doi.org/10.1016/j.bushor.2017.07.004

Yawei J., Brent, W., R., & Martie-Louise, V. (2019). Building tourism organizational resilience to crises and disasters: A dynamic capabilities view. International Journal of Tourism Research, https://doi.org/10.1002/jtr.2312

APPENDICES

Appendix I: QUESTIONAIRRE

Thank you so much for your valuable time. First, I would like to briefly explain the research theme to you. The objectives of this research is to establish to what extent five-star hotel have adopted resilience building strategies in the wake of COVID 19 pandemic. You have been selected as a respondent in this study because you are involved in managing the operational activities of a five star hotel that we are using as a representative company in our study. We sincerely believe your knowledge and practical experience with managing the operational activities of the firm can substantially contribute to achieving the aims of this study. Our interview with you will be both open-ended and closed. You will respond to the questions based on your experiences and knowledge; hence, there are no right and wrong answers to any question. The anonymity and confidentiality of your response will be strictly maintained. Should you require a copy of the research report, we shall be happy to provide it to you immediately data has been analyses and findings reached.

PART 1: GENERAL INFORMATION

1. What is your gender?

Male ☐   Female ☐

2. What is your highest level of education?

☐ O-Level   ☐ A-Level

☐ College Level   ☐ Graduate Level

☐ Post Graduate Level   ☐ Any other (Specify) …………………..

3. What position do you hold in this organization?

☐ Procurement Manager   ☐ Assistant Procurement Manager

☐ Operations Manager   ☐ Assistant Operations Manager

☐ Marketing Manager   ☐ Assistant Marketing Manager

☐ IT Manager   ☐ Assistant IT Manager

☐ Finance Manager   ☐ Assistant Finance Manager

☐ Business Development Manager ☐ Assistant Business Development Manager

☐ Other (Please Specify)…………………………………………

4. How long have you been in this position?

☐ Less than 1 year   ☐ 1 - 5 years

☐ 6 – 10 years   ☐ Above 10 years

5. What is the size of your organization?

☐ 0 - 49 Employees   ☐ 50 - 99 Employees

☐ 100 -149 Employees   ☐ 150 - 200 Employees   ☐ Above 200 Employees

6. How many years has your organization been operating in Kenya?

☐ 1 - 5 Years   ☐ 6 – 10 Years

☐ 10-20 Years   ☐ Above 20 Years

PART II: RESILIENCE BUILDING STRATEGIES

To what extent has your firm implemented the following resilience building approaches in combating the effects of COVID 19? Tick as appropriate using the following Likert scale of 1-5 where: 1= Not at all; 2= Little Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent

	RESILIENCE BUILDING STRATEGIES	Respondents Rating				
		1	2	3	4	5
	Market Orientation					
7.	My organization collects market intelligence (understanding of existing markets' status, competitors, threats, opportunities, and growth potential for new markets and services) on a regular basis					
8.	There is a market intelligence team that constantly analyses data collected from the market for insights					
9.	Market intelligence is oftently disseminated to relevant staff in the organization					
10.	My organizations has systems and processes that enables it to respond appropriately to market intelligence information					
	Supply Chain Optimization					
11.	My organization procures from a wide range of options					

12.	The hotel has a wide range of options for the storage and delivery of products/services to customers					
13.	The organization tracks all its goods from source to destination					
14.	The organization utilizes its procurement and distribution options to responding to changing market conditions					
	Strategic Corporate Re-organization					
15.	The hotel regularly seeks parnerships to strengthen its market position					
16.	The company shares resources such as intellectual capital, technologies, and trademarks to manage its costs					
17.	My organization would make/made acquisition(s) to to repond to changing market business needs					
	Innovation					
18.	The hotel oftenly makes major improvements in its products/services for our clients					
19.	My organization has a culture of developing new ways of delivering its product/service					
20.	Management always challenge status quo and initiate new approaches to carrying out operations					
21.	The hotel successfully implemented new products/service in response to changes in the market place					
	Business Model Transformation					
22.	Departments in my organization continously collaborate to generate ideas					
23.	The hotel redesigns its goods and service offerings based on market and customers' changing needs					
24.	The hotel enters new markets to create new revenue					

streams						

PART III: SERVICE DELIVERY

To what extent has the resilience building strategies (above) affected the following measures of service delivery? Kindly indicate on a scale of negative ten (-10) to positive ten (10) where -10= totally deteriorated and +10 =totally improved it

	SERVICE DELIVERY INDICATOR	RATING
25.	Reliability - The ability to perform the promised service dependably and accurately	
26.	Assurance - The knowledge and courtesy of employees and their ability to convey trust and confidence	
27.	Tangibles - The appearance of physical facilities, equipment, personnel and communication materials	
28.	Empathy - The provision of caring, individualized attention to customer	
29.	Responsiveness - The willingness to help customers and to provide prompt service	

THANK YOU FOR PARTICIPATING IN THIS STUDY!

Appendix II: List of Five Star Hotels in Nairobi

1. Intercontinental

2. Radisson Blu Hotel

3. The Sarova Stanley

4. Villa Rosa Kempinski

5. Fairmont The Norfolk

6. Sankara

7. The Boma

8. Crowne Plaza

9. Tribe Hotel

10. Dusit D2

11. Hemingway's

Source: TRA (2020)