

Examining the Revenue Effect of Covid-19 on Serena Lake Kivu Hotel

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ABSTRACT

The study on the effect of Covid 19 pandemic in the hospitality industry was conducted in Rwanda with Lake Kivu Serena Hotel. The research was carried out to examine the effect of Covid-19 pandemic on hospitality industry in Rwanda, The theoretical framework evolved around successful managing crisis situations using Turnaround model conceptualizations authored by Smith and Sipika. The research findings focused on the revenue effects of C-19 on Serena Lake Kivu Hotel which includes lowering the room rate, temporary putting on hold community projects due to revenue shortage, loan defaults and Expenses on covid test and training which leads to a depressive state and the responses Serena Lake Kivu Hotel can implement in order to combat the impact Covid-19 are outlined by the Government of Rwanda while they developed theirs and changes introduced by the management of the hotel includes informing their shareholders that they would not be paying dividend of 2019 in order to help cost reduction of the hotel, Employees reduction, focusing more on the domestic market as the border remain closed and working closely with RDB to receive international arrivals as a designated hotel. The researcher recommends, Lake Kivu Serena Hotel focuses more resources to harvest domestic tourists and to consider the external forces like Health crisis coupled with post-crisis turnarounds model to formulate the crisis management policies and the formation of crisis management teams.

Keywords: Covid-19, Pandemic, and revenue.

INTRODUCTION

There are distinct link between pandemics and travels which are central in understanding health security and a global change [1]. This has led to the increase of international travellers which in turn helps to contribute to the spread of infectious diseases. As human travellers can easily infect others, this leads to rapid spreading of the disease globally, as can be seen in the recent case of the Corona Virus (Covid-19).

Covid-19 began 2019 December in China and spread across the globe at an alarming rate. In order to help reduce the spread of the virus, different governments globally implemented guidelines to help battle the spread of Covid-19. However, not all countries were able to react at the same time as it was not until late March 2020, after the World Health Organization (WHO) had announced that Covid-19 was a global pandemic, that countries should take extreme measures to help halt the spread

of the virus. Social-distancing and self-quarantine measures were implemented by world governments. This forced hotels to shut down operations which caused a huge drop in the economy of the hospitality industry [2].

This is also the case for Rwanda, as the first case of Covid-19 was confirmed on 14 March 2020. Four other individuals were tested positive for C-19 on March 15, 2020, bringing the number of cases to five (5). And also Rwanda confirmed two more cases in Kigali on March 16, now bringing the number of active cases within the country to seven (7).

In order to stop the spread of C-19, The Ministry of Health released a statement on March 18 on Twitter stating that all commercial passenger flights (international) be suspended for at least 30 days starting from March 20. The health ministry on March 21, announced a mandatory two (2) weeks period lockdown

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with both public servants and private employees ordered to work from home with strict measures in place. All borders were also to be closed, cargo and Rwandan nationals being exempt, with mandatory 14-day quarantine according to a statement issued by Rwandan Prime Minister Edouard Ngirente [3].

In addition to the introduction of self-quarantine requirement declared by the government of Rwanda, other health and safety measures include instructing citizens to avoid shaking hands and close body contact such as hugging, covering one's mouth and nose when coughing or sneezing in public and refraining from unnecessary travel in order to help reduce the spread of Covid-19. The Health ministry further advice citizens to regularly practice washing of their hands with soap, avoid and limit unnecessary travels and desist from gatherings in large numbers.

As of May 2020, the government of Rwanda started easing the lockdown, allowing opening of hospitality businesses such as restaurants and hotels till 7pm as long as they adhered to health guidelines such as mask wearing and social distancing [4].

Despite easing the lockdown rules, with land borders still closed and air travel subjected to strict rules for arrivals. (Michel, 2020) Hotels in Rwanda reportedly lost over Rwf13 billion due to coronavirus outbreak. Barakabuye Nsengiyumva, the chairperson of Rwanda Hoteliers' Association (RHA) informed the New Times that The Rwanda leading newspaper "that so far, some of our members say they have already accumulated a combined Rwf13.2 billion in losses and we are still waiting for report from other hotels which means that the number will rise. He further said the association is in discussions with government officials to construct and put measures in place to support hoteliers remain afloat during these difficult time.

In Rwanda, there are averagely Seventy thousand (7,000) hospitality establishments which includes hotels, restaurants, bars and accommodations facilities across the country employing over Eighty-four thousands (84,000) workers. Through the awareness campaign

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VISIT Rwanda partnering with Arsenal FC of England, Rwanda has seen significant spike in International visitors arriving in Rwanda, In 2019, RDB estimated international arrival at Two million, one hundred and fourty-four thousand, two hundred and two (2,144,202) international tourists.

Lake Kivu Serena Hotel, a 5 star rating with a market scale Upper Upscale class is located in the resort Rwandan town of Gisenyi, on the shores of Lake Kivu, the sixth largest lake in Africa. Commence operation 2007 and 20% own and managed by TOURISM PROMOTION SERVICES (RWANDA) LIMITED. The hotel is located right by a sandy palm beach the Africa's sixth largest lake, and also closed to Virunga Volcanoes. Guests are always welcomed with a bright, open plan lobby. Serena welcomes you to experience uncommon warmth, hospitality and relaxation at their tropically inspired establishment.

The large, international-style hotel with a range of facilities and activities, and fronted by a long beach. Facilities present at the hotel are excellent with large swimming facilities looking towards the lake, with lots of sun loungers and umbrellas dotted around. A shallow children's swimming facilities adjoins the most pool, although parental supervision is suggested. Loungers and umbrellas are launched, too, along the beach that runs just ashore of the hotel. There are tennis courts that guests can use also as a watersports centre with catamaran, jet skis and more.

Boasting gracious, personalised hospitality and abundant recreational activities ashore and water, the 66-room getaway is that perfect choice for an extended holiday or weekend escape. Guests may select from a variety of beautifully appointed rooms and suites.

The hotel boasts of 120 qualified staffs, with most of their clients being business tourists, government meetings and weddings with the 37 Standard Rooms (25 sq. m) offer one queen-sized double bed and a luxury bathroom. One of Standard Rooms also offers access for the physically challenged. The 23 Family Rooms (25 sq.

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m) offer one queen-sized double bed or two twin beds and a luxury bathroom. The 6 Suites (40 sq. m) provides a king sized bed, luxury bathroom, furnished balcony, an integrated work space, private parlour and furnished veranda with lake views. Price of room ranges from \$ 190 per night to \$ 330 depending on the season.

TPS signed a renewal on January 09, 2007, a thirty (30) year lease agreement with Rwandan government for TPS manage and operate Kigali Serena Hotel in the country's capital city, Kigali (formerly the Inter-Continental Hotel) and also the Lake Kivu Serena Hotel (Kivu Serena) in the heart of Gisenyi city (formerly the Kivu Sun Hotel).

Statement of the Problem

The tourism sector is a key driver for future growth and economic diversification in Rwanda. So much that the Government of Rwanda has made it a priority and has put in place strategies, policies and incentives which has led to a steady growth of the sector in recent years including the signing of a three-year partnership deal with London-based soccer team, Arsenal Football Club and a two-year partnership with a French football Giant, Paris-Saint-Germain Football club to help build Rwandan tourism industry. The Rwandan policy on tourism is centred on promoting tourism, improving tourist attractions, developing tourist infrastructure, fostering a spirit of entrepreneurship and encouraging quality standards in the hotel and hospitality industry. The tourism sector is important to Rwanda in terms of employment generation so much that in 2019, the tourism and the hospitality sector currently create around 142,000 jobs amounting to 10% of Rwanda's GDP (Belise Kariza, Chief Tourism Officer of the RDB). It remains the largest source of foreign exchange earnings and biggest contributor to the national export strategy in Rwanda with total revenues generated from the sector in 2014 alone was US\$ 305 Million, the sector has also attracted Foreign Direct investments with major international hotel brands establishing in the country. Tourism Revenue increased by 17% from

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US\$ 425 million in 2018 to US\$ 498 million in 2019 due to the growth of gorilla tourism which grew by 14% in 2019 (RDB annual report, 2019).

Despite the significant developmental potential of the tourism sector, all came crashing after registering the first coronavirus case in March with the Rwandan government swiftly banned tourism and hospitality activities and closure of the borders both land and air enacting a stay at home order. The hotel industries immediately felt it, sending home all employees, stop employee's payment and clients cancelling all hotel reservations with their major market and main source of revenue which from international travels tanked. In May 2020, despite reopening and as hotels in Rwanda continue to implement measures put in place by the government to contain the spread of coronavirus, the industry continue to struggle to get customers with closure of borders and suspension of meetings and conferences which accounts for nearly all business travellers. Rwanda Convention Bureau (RBC) said that at least 20 conferences initially scheduled for March and April were postponed which \$8 million was expected .Over 85% of reservations have been cancelled and hotel keep laying off staffs in order to cut costs in the midst of dwindling revenues [5].

In general this limitation has impact to the hotel industry such as Serena Kivu Lake Hotel which depends for more than 65% its customers from overseas. The measures introduced by the hotel in the process of mitigating the effects of the lockdown such as layoff of the employees with the job being their source of livelihood. However, less is known on the impact of measures taken which leads the current study with the intend to uncover the revenue and social economic effects of C-19 in the hotel industry in Rwanda with a focus on Serena Kivu Lake hotel.

Aim of the study

This study aims at examining the revenue effect of Covid-19 on Serena Lake Kivu Hotel

RESEACH METHODOLOGY

Research design

The study employed qualitative case study research design to achieve the stated objectives and research questions which would offer a rich, holistic and in-depth understanding of an organizational crisis context and the crisis response processes. Based on its organization strength Kivu lake Serena Hotel was chosen.

A case study is an in depth study of a particular situation, allowing a lot of detail to be collected that would not normally be easily obtained by other research designs.

. The method used to narrow down a very broad field of research into one easily researchable topic. The case study research design also is of use to test if a particular scientific theory and model actually does work as in real world [6].

Semi-Structured interview guide line

In order to ensure the consistency of approach and coverage, a semi-structured discussion guide was used to guide the interviews, covering topics on the impact of C-19 on hotel industry in Rwanda, revenue effect and social impact on employees and recovery response adopted by the hotel. The questions also aimed to find out if the hotels have adopted the three-stage strategic approach for managing crisis from proactive pre-crisis planning through strategic implementation and finally evaluation.

The nature of the research is to comprehend the effects of C-19 in the hotel industry in Rwanda, using the case of Lake Kivu Serena Hotel. The study used facts and other information already available by the hotel in order to analyse and make critical evaluation of the material. Therefore, the researcher went to Serena Lake Kivu Hotel and other designated area/forms in order to conduct in-depth interview to get primary data. Some of the questions ask are what are measures your organisation take in controlling cost during a crisis, such as C-19 pandemic? And to find out if the organisation has a policy of crisis control.

3.2 Population and selection of sample

Population

The population means the entire group of object or people about whom data needed for a research is wanted. The entire population of employees in Lake Kivu Serena Hotel stands at 120 but due to C-19 which brought the reduction of employees to 50% currently at 60. Taking that in mind the researcher choose to go with the 60 current employees as they are the ones available as well as the best ones to give the data.

Sample size

A heterogeneous population would require between twenty-five (25) and Thirty (30) interviews, and semi-structured/in-depth interviews requires a minimum sample size between five (5) and Twenty-five (25) as according to [7]. This study used Thirty-five (35) sample size.

It is recommended that qualitative studies require a minimum sample size of at least 12 to reach data saturation [8].

To achieve data saturation, with the participant, all relevant information needed for this study was absorbed and exhausted, the researcher used a sample size of 35 participant (availability and voluntarily) was deemed sufficient for the qualitative analysis and scale of this study using Judgement (or Purposive) sampling and Convenience sampling technique to select sample size respondents as the limited employees are hard to reach still as well as social distancing is still in effect making it hard to approach the employees.

Data collection Technique

As for a case study research, it typically make use of diverse data collection techniques from different sources. Data collection techniques not limited but includes interviews, observations (direct and participant) and relevant documents (Yin, 2014). For this study, data collection techniques used are interview and observation and official publication such as RDB Annual report, Serena Hotels Annual report and United Nations Conference on Trade and Development on Rwanda .

Semi-Structured interview

The researcher Semi-Structured interview was used to obtain data from departmental managers and employees to understand the effects of the C-19. Interviews were conducted between October and November 2020.

Observation

The researcher also used observation method to gather data. This aided the researcher checked nonverbal expression of feelings and checked how much time is spent on various activities while at the venue.

Document Review

Relevant books were consulted to collect relevant helpful information for the study. These different works consulted include written books, scholarly reports and online digital library in the field related to the topic under investigation especially Serena Hotels Annual Report & Financial Statements 2019 and Rwanda Development Board annual report and United Nations Conference on Trade and Development on Rwanda .

Sources of data

Primary source

Primary data is defined as data that are generated by individual or organization for the specific problem at hand [9]. In this study, primary data were collected through interview and through observations with employees of Serena Kivu Lake Hotel. The interviews were all conducted in Kinyarwanda. All Participants do not allow the interview to be recorded on tape. Therefore the interviewer used field notes book to record during the interviews.

Secondary Source

Secondary data is defined as “data that is developed for some purpose other than helping to solve the problem at hand” [10]. Secondary data for this study were obtained from numerous sources such as academic journals, electronic database, handbooks, online digital library, newspapers articles and encyclopaedias, magazines and Internet websites were used to get additional information.

Triangulation

Creswell (2003) suggested that, to ensure the accuracy and trustworthiness of the

collected data, findings from the interviews were triangulated by comparison to the information collected from the secondary source. Since some information discussed during the interviews was of a confidential nature, the hotels and the informants were unidentified in this report.

Content Analysis

The researcher will analyse the responses from interviews using tabulation to present findings. The interviews conducted were transcribed and analysed using thematic analysis. Thematic analysis was chosen as a method of discourse extraction from the data because the researcher had the ‘concepts’ from the framework provides guidance through the data and then try to connect them together into meaningful groups and themes which capture the subject being investigated.

Thematic analysis can be an essentialist or realist method, which reports experiences, meanings and the reality of participants [11] which suited this study.

The process of thematically analysing the data involves reading and re-reading the data several times and looking for common concepts and coding them throughout the text, whether similar or contrasting [12]. The codes are then grouped together into similar clusters to create a meaningful theme. A theme is the product of thematic analysis, it is a word or phrase that captures something important or essence of the data in relation to the research question [13]. Themes are usually something that captures the attention of the researcher, and can be abstract or descriptive as long as they capture the concept of what the respondents said about their experiences and their reality [14]. After several arching and important themes have been noted, the data was re-read.

The data consists of interview transcripts, participant observation field notes, journals, literature, and websites. The field notes were transcribed and coded from Kinyarwanda to English for further analysis. The transcripts were read with the keywords representing different strategies which the hotels adopted during different stages of C-19 were also coded

and analysed. Furthermore, information about the impact of C-19 to the business levels of the hotels was also compared. Also, the information collected during the

interviews, secondary data sources including online newspapers, magazines and Internet websites were used to get additional information.

RESULTS

Participants profile

Table 1 show that Gender is a very necessary variable to consider in research particularly in sampling for getting the

representativeness sample that composed of both gender. The following table clarifies the distribution of participants according to gender.

Table 1: Distribution of participants according to the gender

Gender	Frequency	Percentage (%)
Male	20	57.14
Female	15	42.86
Total	35	100

Source: Primary data, 2020

Table 1 show that all gender are represented and this shows immediately the representativeness of the sample. According to the table, males were represented by 57.14% of the participants and females represent 42.86%. This means that the numbers of males in the survey are greater than the females. (Say something in relations to the Rwanda statistics)

Position of the participants

Similar to the gender of participants, position was also a very necessary variable to consider in research particularly in sampling for getting the representativeness sample that composed of position of participants. The following table clarifies the distribution of participants according to position.

Table 2: Distribution of participants according to their position

Position	Frequency	Percentage (%)
Mangers of a department	5	14.29
Front Office	3	8.57
F&B department	6	17.14
Kitchen department	3	8.57
Security and Maintenance	5	14.29
Accountant	2	5.71
Housekeeping department	11	31.43
Total	35	100

Source: Primary data, 2020

Table 2 shows that about 14.29% of the participants were Mangers of a department, while another 8.57% of the participants asked came from the Front Office, while 17.14% of the participants work in the F&B department, with 8.57% of the participants working in the kitchen,

while 14.29% works in the security as well as maintenance in order to keep the hotel assets safe and running properly, with only 5.71% working as Accountants and 31.43% works in the housekeeping department to make sure that the hotel stays hygienic and Covid-19 infectious

free. This showed there was a range of different departments that the researcher passed through in order to get different views for the research.

Education level of the participants

The knowledge and skills of the participants contribute highly to the

accuracy of data collected. The following information about education enables the researcher to know the level of education of the participants.

Table 3: Distribution of participants according to the level of education

Qualification	Frequency	Percentage (%)
University degree	25	71.43
Vocational training	5	14.29
Secondary level	2	5.71
Others	3	8.57
Total	35	100

Source: Primary data, 2020

The results in Table 3 show that 5.71% of participants confirmed that they have secondary level, while 14.29% has vocational training, with 71.43% of participants reported that they had university level and 8.57% conforming that they had master degree, PhD or special education. This is an indicator that the majority of participants were skilled and had more than secondary level. Therefore, the results of the study are correct and presented with accuracy, as the participants had different education levels which the majority had a higher education so where able to comprehend the questions asked in the interview.

Research question 1; What are the revenue effects of C-19 on Serena Lake Kivu Hotel? This data was obtained during the interview with the managers.

Hotel's main business is to sell rooms, and most of the hotel's clients from outside Rwanda, and with the closure of the border, almost all room booking were cancelled. Which lead to a sharp drop in occupancy rate. Some of the revenue effect of C-19 are;

- The hotel was forced to lower room rate to attract domestic consumers
- Due to financial constrains some community projects was temporary suspended due to revenue shortage

- Expenses on covid test and training was not budgetted and it's costly for staffs.
- Due to C-19, loan could not be repaid as agreed which lead to loan defaults.

Findings from managers are presented in 3 themes including - financial position of Lake Kivu Serena Hotel, crisis control policies and future projection of the hotel. Only 4 out of 5 managers where available for the interview and findings are reported below.

One manager reported that Lake Kivu Serena Hotel like many hotels in Rwanda lost a large number of clients due to the Covid-19 pandemic crisis and the governmental self-quarantine situation (including the closing of the borders). These acts forced Lake Kivu Serena Hotel to reduce its number of employees to only the essential staff during the early stages of lockdown (March 2020 to June 2020) in order to combat the financial situation that the hotel was finding itself in. After this period only few hotels would open or could continue running. Here Lake Kivu Serena Hotel had only a few alternative choices to make in order to keep functioning. The choices that were offered to the either employees were either their contract would be suspended or they could be paid a severance package in order to

leave. The Lake Kivu Serena Hotel benefited from this decision since there were few financial relief packages available on the hotel side. All managers interviewed, shared the opinion that Covid-19, financially crippled the hospitality industry as it reduced the numbers of clients that the hotel got from international travels, as the movement of people became more restricted as well as the borders were closed in order to stop the curve of Corona infection.

Financial position

Rwanda hospitality industry relies heavily on the international tourism as well as MICE in order to keep financially stable. Since room booking and conference reservations are the main products offered by the hotel generating the highest income, they were the areas that the hotel has to keep functioning. However, due to the fact that Covid-19 forced the government to implement a self-quarantine as well as shutting down the borders. This has seen a cripple in the financial aspect of the hotel.

During the interview in regard with the financial position of the hotel the managers were asked about:

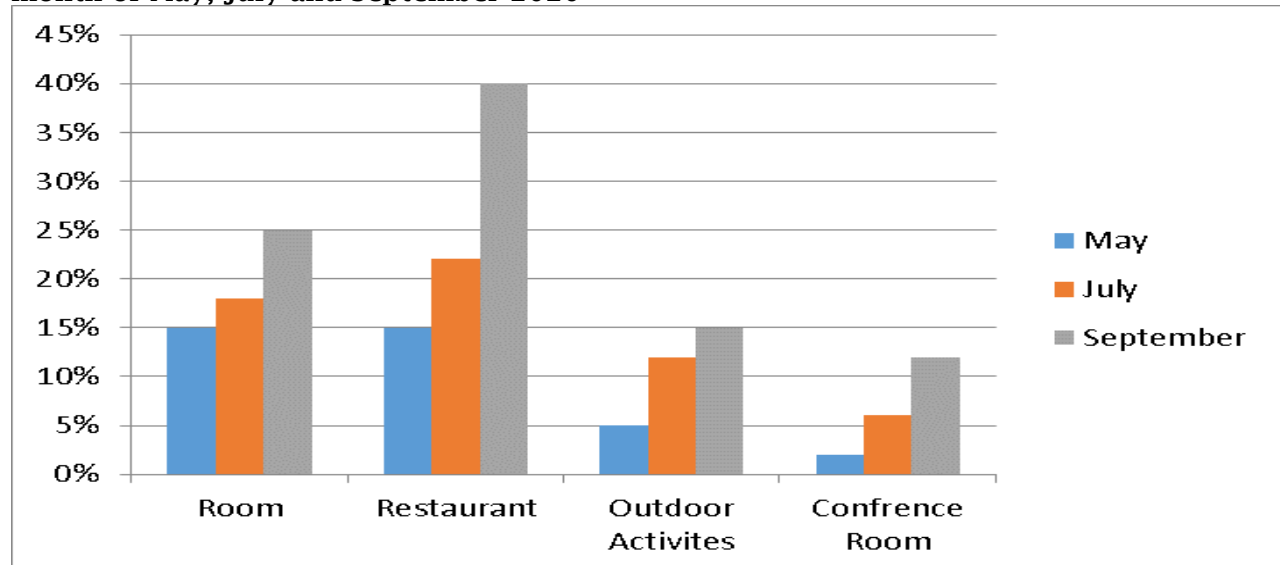
- *If there were any procedure that had been changed in financial management due to C-19?*
- *What are Lake Kivu Serena crisis control policies for a pandemic?*
- *Did the hotel have any marketing plan (policy) following Covid-19?*

What are any procedures that had been changed in financial management due to C-19?

All the managers reported that historically the hotel had not faced such a crisis before that caused such a financial blip. Even when they compared it to the Ebola Virus the hotel was still able to operate above average.

When the financial manager was asked about the financial situation that Lake Kivu Serena hotel faced pre-lockdown and post-lockdown. The response given was that, according to government and establishment policy especially when covid struck, hotels are not allow to share financial details nor their clients data. The information provided regarding the question can be summarized in the chart 1 below;

Chart 1: Accommodations that were being used in Lake Kivu Serena Hotels during the month of May, July and September 2020



Source: Primary data, 2020

The chart show the percentage of accommodations that were being used by

clients in the hotel during the month of May, July and September. In terms of Room

Occupancy rate of May was 15%, while in July it increased to 18% as international travelling started working again. By the month of September it had managed to increase to 25%. While in the case of restaurant in the month of May Lake Kivu Serena Hotel restaurant was only being used at 15%, which was equal to the number of room occupancy at that time. This was because a nationwide self-quarantine had been put into effect making it impossible for people to go to the hotel and use the restaurant. While for July it saw a slight increase of 22% as the self-quarantine had been lifted as well as international travelling had resumed. While in the month of September there was a higher increase with up to 40% as more people felt more comfortable to consume in the hotel's restaurant. When it comes to outdoor activities in the month of May due to the self-quarantine implemented by the government not a lot of people were engaged in any outdoor activities, with only 5% of Lake Kivu Serena Hotel's outdoors facilities being used. While a slight increase of up to 12% by the month of July as now the government had allowed some movement. However in the month of September the outdoors activities had increased to 15%, but it was not to the scale of clientele as some outdoor activities were still banned. While in the case of the Conference room in the month of May only 2% were in use as it was being used only by the government officials to conduct meetings. In the month of July it had increased to 6% as also a few NGO's also used the conference room and by the month of September it had increased to 12%.

The Results of interviews with the staffs at Kivu Lake Serena Hotel showed that C-19 had a very strong negative effect on the hotel business. In other word, the pandemic have offered an opportunity to capture a new market allowing them to refocus on the domestic market. Also, the hotel now sees the importance of crisis management. [15] stated that lack of preparation can result in the loss of visitor confidence, a permanently damaged image, loss of revenues, and requires

CRISIS CONTROL POLICIES

What are Lake Kivu Serena crisis control policies for a pandemic?

The managers all agreed that Covid-19 was a global health pandemic and that the hotel although it had an organization crisis policies they did not however have a policy to combat a global health crisis for example during the Ebola health crisis. Although they share a border with Congo the border was not closed which meant that business went as usual as well as the SARS crisis their sources market was not affected as SARS was affecting the Asian and not the European and North American which is where many of their clients come from. The managers said that due to the severity of the crisis the Lake Kivu Serena Hotel decided to handle the pandemic based on the guidelines from both the WHO and the National government in order to come up with a working healthcare policy.

MARKETING PLAN POLICY

Did the marketing plan (policy) change after following Covid-19?

All the managers agreed that due to the traveling restrictions imposed on international travels. Lake Kivu Serena hotel could no longer heavily rely on just accommodations and luxury services which was the main attraction methods for international guest. But that they should also focus on the domestic market. Due to the fact that majorities of Rwandese own a radio, the hotel decided to advertise on the radio in order to attract the domestic market. As well as on social media they continue to update their market with events as well as other means of attracting customers.

DISCUSSION

heavy advertising costs to regain public confidence and rekindle customers' interests. One of the participants (Manager) stated that the pandemic was a shocker and new to the whole industry still it has provides them a huge lesson. It is therefore believed that by being able to identify and assess a crisis situation with a pre-crisis recovery plan, Lake Kivu has indeed learnt its lessons on how to cope with the situation in the future.

The results further revealed that the overall effect of the pandemic crisis situations was severed, also their level of preparation for health crisis situations was at a low. The managers acknowledged that the government of Rwanda played a key role in ensuring the hotel business returns to normal offering them updated information regarding C-19, and in re-opening. Also the managers stated all

staffs played a key role ensuring the Business keep running.

In conclusion, the outcomes brought out by crisis management provided the basis for developing adequate strategies to overcome the impact of C-19 on the business. It was also noted that the hotel management pay close attention to the importance of crisis management and adopt a practical and realistic approach to overcome the crises.

CONCLUSION

Due to the nature (mostly service based) of the hotel industry, the hotel business is vulnerable as it is exposed to internal and external influences. These need to be considered and a solid crisis management policy and team needs to be in place for them. From the findings it shows that Lake Kivu Hotel, Gisenyi while still in good form, doing everything possible to remain afloat which lead the researcher to believe Serena Lake Kivu Hotel will survive this uncertainty times.

Lake Kivu Serena Hotel needs to be more entrepreneurs mannered and explore more markets instead of relying just on their international markets. The challenge is not only the fact that most of these events cannot be seen ahead but the ignorance of crisis situation management.

It is now obvious that the world is prone to pandemics (Health) after Ebola, SARS and now still witness C-19 were causing a great loss to the economy, Tourism and Hospitality industries been the hardest hit

the only way to mitigate their negative impact is the implementation of strategic crisis management in hotel. Though crisis management readiness and knowledge will not completely eliminate or prevent a crisis if it occurs but it can put under control the level of impact of the crisis.

It is suggested that a health crisis management system and action plans should be established and should be ready. The health crisis management team should be better trained and equipped in order to make innovative and effective decisions in any crisis situations or circumstances.

Furthermore, it is recommended to that Lake Kivu Serena Hotel focuses more on domestic market at this period so as to make up with financial obligations and considers the external forces like Health crisis couple with post-crisis turnarounds model to formulate the crisis management policies and the formation of crisis management teams.

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