



Impacts of 15th April war on Hotels infrastructure in Sudan And Crises management Capabilities Dr. Hashim Awad Fadl Al-said

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Abstract:

This study, addressed two important concerns of 15th 2023 war conflict in Sudan first pertains, to major damages taken place to hotels establishments' infrastructure in Khartoum, second concern, pertains to hotel's management ability to implement of operational procedures, associated with assessing and dealing with potential war risk, crisis management capabilities is one of managerial strategy adopted by managers to mitigate institution damage. 15 April War, in Sudan, has been unremitting for more than year, causing catastrophic damage infrastructure in Khartoum. This fighting between Sudanese Armed Forces (SAF) led by Sudan de facto ruler, General Abadulfatah Al Burhan, and Para military Rapid Support Force (RSF), led by Mohammed Hamadan Daglo. Objective of this study assessed damages, described how the cooperative relationship between hotel's managers and staff. Researcher has built up, the concept of this study, on crises management capabilities which indicated (The participation of employees to protect institution assets). Analytic descriptive approach had been employed. Due to potential risks, researcher used mixed secondary data key informant, based on formal reports, and statements issued from international organization, besides primary data, when interviewed a number of survived hotel's employees chosen targeted sample. Study question assumed, that: how far 15th war 2023 in Sudan, has affected hotels in Khartoum? Study Result: has found that, hotels has exposed to serious damages including, assets, facilities and buildings, besides described employees dealt with crises wisely, had protected some hotels from assulting. Finally Study has recommended to the following: Emphasizing on collective organization culture between employees and managers, besides, hotels managers, have to create specific defence plans measures, to manage to overcome such sudden crises, furthermore recruiting qualified employees, who shows high loyal levels and readiness, to provide assistant on time of emergencies finally, hotels managers has to predict crises before occurrence, in order to develop adequate effective stages of recovery plans, through developing effective crises communication and procedures.

KeyWords: 15th April war, Hotels, Hotel Organization, crises Management, External environment. Hotels damages Rapid Support Force (RSF), Sudanese Armed Forces (SAF), Crises management capabilities (CMC).

المستخلص:

تناولت هذه الدراسة الآثار التي خلفتها حرب 15 ابريل عام 2023م والتي مازالت مستمرة حتى كتابة هذه الدراسة، اهتمامات الباحث من اهداف الدراسة ركزت على محورين، حيث تناول المحور الاول، اثر الحرب في البنية التحتية في ولاية الخرطوم وما ترتب على ذلك من آثار طالت المنشآت السياحية والفندقية داخل ولاية الخرطوم اضافة الى تناول وصف وطبيعة الاضرار التي طالت بعض المنشآت الفندقية،، اما المحور الثاني تناول وسيلة واستراتيجيات ادارة هذه الفنادق بالتعامل مع الازمة المفاجئة في قيام الحرب من غير سابق انذار، مما ضاعف من الخسائر البشرية وخسائر في الاصول دراسة الحالة في الدراسة شملت 3 فنادق خمس نجوم، وفندق واحد 3 نجوم، استخدم الباحثين المنهج الوصفي التحليلي من خلال دراسة التركيز على وصف وتحليل ظاهرة ادارة الازمة في حالة الاحداث المفاجئة كالحروب من قبل الادارات الفندقية وهي ظاهرة جديرة باهتمام العديد من الباحثين كما ورد في الدراسات السابقة للدراسة، كما كان المنهج التاريخي حاضر من خلال السرد التاريخي لصناعة الفنادق في السودان، اضافة الى المنهج الاحصائي التحليلي لتحليل بعض التقديرات الرقمية الاحصائية المتعلقة بالدراسة، والمنهج الاستقرائي من اجل تحليل واقع الحالة إبان فترة الحرب، اعتمد الباحثين على مصادر جمع المعلومات بالاعتماد على المعلومات والبيانات الواردة من بعض المنظمات العالمية المهتمة بشأن الحرب في السودان مثل: منظمات الامم المتحدة، منظمة الهجرة الدولية ومنظمة الغذاء العالمية، اضافة الى المقابلات الشخصية مع بعض العاملين بالفنادق اضافة الى بعض التقارير الواردة في بعض المنشورات والدوريات المحكمة. الفرضية وتسائل الباحثين في الدراسة: الى اي مدى اثر قيام الحرب المفاجئ في القطاع الفندق في ولاية الخرطوم، والاهمية تتجسد في الاستفادة من استراتيجيات الادارات الفندقية في التعامل مع الازمة المفاجئة. واخيرا نتائج الدراسة عكست متى تضرر الفنادق من قيام الحرب وتدمير بعضها دمار شامل وبعضها دمار جزئي، مع خسائر في الارواح والاصول، مما ترتب عليه خسائر مالية ضخمة، تدفع ثمنها بعد نهاية الحرب، واخيرا اوصت الدراسة العمل على ترسيخ مفهوم العمل الجماعي بين العاملين ضمن مفهوم ورؤية ورسالة ثقافة المنظمة، والعمل على ابتكار وسائل حماية فعالة قادرة على تفعيل التعامل الايجابي مع مثل هذه الحالات، كذلك التأكيد على توظيف عاملين لديهم الرغبة العالية في تقديم اقصى مستويات الولاء ورفع درجة الاستجابة عند حدوث مثل هذه الحالات من اجل ابداء الرغبة في حماية الافراد والاصول عند الحاجة، اضافة الى والتوقعات السليمة من قبل الادارات الفندقية لاي حدث قبل وقوعه في مراحل مع التأكيد على التعامل الايجابي لكل مرحلة على حدة مع وضع التقديرات المناسبة للتعامل معها كأزمة طارئة.

الكلمات المفتاحية: حرب 15 ابريل - الفندق - ادارة الازمة - الآثار - الجيش السوداني - مليشيا الدعم السريع - قدرات الحماية عند الازمات (Crises Management Capabilities).

Introduction

Political tensions, between the SAF and RSF forces, began building up in 2022. The two sides also began to reinforcing their troops in the capital, resulting in growing distrust between the two sides'. On April 15, 2023, fighting erupted suddenly in Khartoum, and spread quickly to other areas. Both sides claim that the other side fired the first shot. Conflict in Sudan, had left catastrophic impacts, in the whole country, left behind up to last December 2023, according to (UNHCR, 23) reports, about 14,000 people killed, 33,000 people were injured, and over 5.8 million were internally displaced, and more than 1.5 million others, had left the country as refugees, besides 75% percent of Khartoum population fled to other neighbouring States, or outside the country. Researcher tried to follow up war events on the ground, image but due to escalating risks, direct observation was inaccessible. Ongoing warring operations, has took place in small zone, where, there are more than 100 hotels located on the battle ground, had been exposed to either damages or looting and theft which could be categorized into, small, moderate or serious damages, whereby, would be explained in the coming part of this study. Regarding, to the sudden and swift time of crises, so far, neither pre-crisis plans, nor responding scenarios, revealed by government, or hotels managers, in order to develop an action plans versus crises for dealing effectively on incidence time.. However, concept of crises management capabilities associated with effective communication, during turbulent environment, such as armed conflicts on war times, whereat, a lengthy period of taking decision, due to uncertainty of consequences...Total number of hotels institutions in Khartoum Capital, are representing 50% of total country hotel's accommodation capacity. These hotels have been exposing to massive destruction, and fierce attack but at the same time, reaction of hotel's, and managers, or local authorities, was completely powerless, and incapable to follow disastrous war events, when was no prior warning alert of war, so far, to avoid the negative impacts and minimize damages as possible as they could in turn. Hence researcher has called attention to crisis management capabilities theory, which is concerning to the ability of institutions managers to prepare employees as effective tool, through participating cooperatively to establish strategic plans, hastily responding to, the crisis escalating disastrous rapid changes, in case of crises managing, by being knowledgeable and well trained to make employees, aware of procedures and actions required, on time of sudden crises.

Literature review

(Robert.B,Irvine,97) has divided crises into two categories: the sudden crises and the smouldering crises, a sudden crises that one that comes without any warning such as domestic violence, but according to (Tony.M,2007) has stated for hospitality industry, including hotels establishments, political instability affects, like war shows increase rate of changes and in organization operations, and make it difficult to adapt,(Dill.W.R,198) explained how the environment studies, focused on business external environment, as whole and partially relevant to organization goal, and goal attainment while (Awad.H,2014) referring in his study, ongoing war, was one of the major reasons has severely effected and deteriorated tourism and hotels industry infrastructure in Sudan, due to political problems. In Ukraine after Russian invasion (John.B,&Taline2023) explained in their reports, that tourism and travel sector faced un precedent deterioration in accommodation facilities, which forced to close up hotels due to safety consideration, while (Anton.T,2023) expressed the lack of demand and technical reasons, besides decrease of service quality in Ukrainian hotels, then he estimated before full- scale invasion an average of 14 million tourists foreigner come

to Ukraine per year as following: Kyiv 2,000,000 guests, Lviv 1,800,000 tourists, and Odessa 1,000,000 visitors, (Nicole, E., 2023) explained, the booking are in steep decline and cancellation have spiked for the first quarter of year 2024. While (Jeff. R., 2023) he also mentioned cancellation rate in Egypt and Jordan is about 40% to 30% range, and half of their guests cancelled for the first quarter of 2024 and lose their \$250 deposit, for (Ali, 2015) in Lebanon which is being known as (Switzerland of East), extended war operation since 1975 up to now, the negative impact of consecutive shocks related to political instability, unrest war and continued security threats hotels occupancy rate which witnessed declining trends recently and tourists arrival, Hospitality and Hotels establishments, flow of tourists to the country dramatically declined year by year, in Libya during war time (Hafez. E., et al., 2020) conducted in their study, during civil war 17 February 2020, and they found, hotels and tourism firms were able to survive during war crises, through developing dynamic capabilities, which is referred to new crises concept crises management capabilities, through which firm resources could be protected from potential risks such as robbery, armed attack, or physical assault, their study emphasising, as whole on, post crises assessment through suggesting risk-containment, besides they were mentioning, the significant participation role of employees, during war crises to protect hotels asset. (Becken and Hughey, 2013) determined, the particular crises assessment, and the response of crises component, are consistent with, the action of the crises response phase, in the 4R, model (i.e. Reduction, Readiness, Response recovery), recent studies conducted by (Afonoso, Reodriquez, 2017), highlighted the impact of ongoing conflict and tourism crises including refugee after Arab uprising, political instability and terrorism attack in some countries such as Egypt, Jordan, Turkey and Ukraine.

1-Understanding crises management

(Dror, Y., 1986) defined Crises management as systemic efforts by internal and external stakeholders, to prepare or prevent potential crises, and to successfully handle those who has already occurring. While (Herbane, 2013) stated that, it helps organization maintain its operational activities through immediate response to threat. (Comfort, 1988) has explained an effective crises management program is also evidencing managements abilities to make timely and clear decision in response to chaotic situations and to use experiences to learn how to prevent future crises. In short (Crichton, Raamsy, & Kelly, 2009), explained crises management demonstrates an organization's resilience is also manifested in the firm's ability to speedy restore internal and external operation to their pre-crisis status. According to (Mac Farlane, 2010), crisis is a serious threat to a system's underlying structure, or core beliefs and norms that necessitates making key decisions, under time limitations and in highly ambiguous settings. (Coombs, 2011), defines crises as an unplanned event that challenge crucial stakeholder expectations, has a significant impact on an organization's performance, and produces negative outcomes. United Nation UN peacekeeper 2014, defined effective crisis management in a UN mission comprises: (1) process in preventing, containing or resolving crises before develop into armed conflict, or serious breakdown of law and order, or major loss of moral authority, (2) planning for possible escalation, and (3) finally addressing the underlying causes.

1-2. Understanding Crises management capabilities

The term Crises Management capabilities (CMC), and according to their framework suggested in UK, referred to the organization's strategic human resources development will have a direct impact on CMC of public-sector organization. human used in crisis management literature but its rarely defined, however to (Lindborn et al., 2005) identified five trends based on a literature review of capability definitions: (1)

capabilities are basically similar to resources,(2) resources are important components of capability,(3) capability is ability to do something (4) capability is about capacity and (5) capability effects the outcome or a goal, (Amran,R,etal,2017) concluded in their study, that organizational leaders are responsible for developing and aligning human resources development (HRD).In the current paper, crisis management capability, is defined as the capability to cope with, major crises and disaster of war, .furthermore, crisis management capability (CMC) based on capability of hotel organizations' managers to carry out procedures to mitigate affects of war damages relevant to the assets, and individuals as a part of crises management(CM).

2-Hotel Organization

(Sudhir.A.2009, identifies Concept of **(Hotel)** or **(Inn)**: as place where traveller can receive food and shelter, provided he/she is in a position to pay for it and is in a fit condition to be received. There for, a hotel must provide food and beverage and lodging to travellers, on payment and has, in turn, the right to refuse admission if the traveller is drunk, disorderly unkempt or is in a position to pay for the services. By this definition, a hotel must provide rooms and meals against payment.

2-1.Hotels in Sudan

(Habib.Y,2015) has determined, The history of hotels foundation in Sudan dated back to Egyptian –Turkish Colony era (1821-1889),where first lodging establishments founded in Saukin town Western Sudan, when unknown Turkish business man called (Tre,ya,zis) had build small hotel in the town. People had to call hotel (Laa kon,daat al Khawaja), which is meaning in Arabic (the hostel of the white man) . Afterwards 60 years of Egyptian –Turkish Colony, Sudan had witnessed the emerging new other colony era again, in1889 whenever, Sudan had been governed by Anglo-Egyptian condominium until 1956, the time of regaining independence, by Sudanese. Duration that period,(1899-1956),Sudan had been witnessed new lodging construction, when new conquers Anglo-Egyptian built some small hotels, hostels and other types of special lodging called, Rest Houses had been built, assigned to host high ranking official employees, and their families, these rest houses constructed merely in big towns, such as: Khartoum, The Capital , Wadi Halfa , Atabara, Kosti ,Port Sudan and Juba Hotel. Afterward, during period (1956-2023) different changes had been taken place, bearing enough, to shape tourism and hospitality identity and face, in the country, due to political, social and Economical uncertainty reasons. The three star rated hotels categories has appeared, to be more fairly spread across the country and Khartoum State., while the higher rated , are disproportionately located only in major cities such as: Port Sudan, Wad medni hotels. On other hand, in spite of, this turbulent environment, growth of hotels numbers was cautiously flourishing, consistently alongside with development, and growth of tourism, and travel industry in the country, when oil had discovered, exploited, and exported.

2-2. History of hotels in Khartoum.

Khartoum city is a capital of Sudan, which is lies at the confluence of White Nile and Blue Nile Rivers, one of the beautiful cities in Africa, a jewel upon the Nile-capital of a troubled yet beautiful country. Today abandoned and its prominent landmarks are looted, or, by fire, streets are littered with trash, bullets casing, and fresh graves. Most of city is in hands of RSF. Regarding hotels history in town .The existing of 5 star luxurious hotels (Hilton & Meridian) for the first time in Khartoum, in 1977 and 1987 respectively, witnessed a great change, when hospitality services, had been witnessed a great leap in service quality standards., this has enabled Sudanese hoteliers, acquiring high skilful job abilities. Afterwards privatization policy imposing, by the coming of new Islamic government authorities, in 1994, when

Islamic government decided to get ride of, some public hotels, through long term leasing period expanded to 25 years to foreign investors, mostly, government alleged to the poor performance, was the reason. These hotels are: Grand holiday villa Hotel (The previous- Sudan Grand which is founded in 1902. Before government announcement, of Islamic sharia laws, had followed by formal presidential publication regarding: prohibition of production, selling and consumption of wines products, throughout the country. The decision, seriously affected the hotel business performance and Tourism sector, as whole, whereas liquor and alcoholic consumption was considered as significant beverage to foreigner tourists, who visited or resident in the country. Hotels growth in Khartoum State during the years (1970-2017) as shown in table(1-3) below, about 23 hotels founded, but only 2 hotels belonging to the government, they were Friendship Palace Hotel, and Green village Hotel. Duration period (2012-2013), hotels and restaurants in Khartoum, witnessed, very remarkable growth, due to government authority's releasing legislations and laws involving incentives that encouraging investors. Later in year 2006 (World Bank 2006) annual reports, had noted that, after Sudanese economic recovery in 2006, when real economics, of oil average was around 9% and beyond, classified the Sudan among, the fastest growing economics, in Africa since then, some emerging hotels built, and owned by foreign investors, particularly, targeted certain community segment, like Chinese, who invested in some hotels, to deliver specialized Chinese national services and cuisines, to their staff working in local oil fields, and other alike lovers. These hotels were; Dong Hotel, Soluxe hotel, Great Wall hotel, and Khartoum Plaza Hotel. Afterwards, unfortunately these hotels were closed up, due to high business turbulent environment mainly, political instability, and again government failed to maintain foreign investment opportunities. (Ministry of tourism 2019) statistics, estimated number of classified Hotels in Sudan are 45, with total number of 1267 rooms and 23107 beds, additional to the total numbers of hostels is about 87 hostels, 737 rooms and 3159 beds. While in Khartoum State, the total numbers of hotels are about 40 hotels, with total number 2198 rooms, and 3117 beds, representing about 50% of total lodging capacity in Sudan.

Table (1-3) Shows growth of classified hotels in Khartoum between (1970-2017).

Years	Number of the hotels	Names of Hotels
1970-1974	3	Hilton International Hotel-Grande holiday villa Hotel-Friendship Palace Hotel.
1975-1979	5	Meridien Hotel –Acropol Hotel –Falcon Hotel- Sali Hotel
1980-1984	4	GreenVillage Hotel- SaharaEl-HuseinHotel-Elsevier Hotel-El-Taka Hotel-
1985-1989	-	- - -
1990-1994	2	Shahrazad Hotel -El-faisal Hotel
1995-1999	7	Khartoum Plaza Hotel -Central Hotel -Bader Hotel -Africa Hotel-Dubai Hotel-Goba Hotel-Sindyan Hotel-
2000-2017	18	Enam Hotel- Dana Hotel- Kyzar Hotel –Mona Hotel –Herra Hotel- Solux Hotel-Garden City Hotel-Horizon Hotel-The Prince Hotel- Dandas Hotel- Dong International Hotel -Al-baseir Hotel- AlSaha Lebanese Hotel-Corinthia Hotel- Nora International Hotel.-El-Bahrain Hotel- Al-Salam Rotana Hotel-Lizamein Safari Hotel.
Total	39	Total Hotels Numbers

Source: Ministry of Tourism, Wide Life & Antiquate (2020)

3-Impact of 15TH April war 2023 on Khartoum infrastructure

. Since 15th April 2023 armed conflict between (SAF) and (RSF), shocking image has left across the country, where its serious impacts have extended to neighbouring countries. The image of war affects where the terrible position round Khartoum town, clearly could be seen, limitless chaos has caused scattered mess in public streets, roads, buildings, smashed cars, petroleum stations destroyed , shops and markets robbed , banks broke and looted, even mosques and church targeted. War turbulence has created adequate lured environment, encouraging criminals, bandit and drug addicted, to commit awful crimes against civilian innocent people, isolated innocent women, and young girls, had been raped, and some women .Terrible accidents have been recorded and documented at Sudan war Monitor news (<http://sudanwarmonitor.com>), which is now described as the largest humanitarian disaster,afterward, conflict stretched across Darfur States Kordofan White Nile States reaching central region to (Aljazeera State), where, the largest agricultural project in Africa is located, founded in1938. (UNHCR, June.2023) has reported that, in spite of all attempts to stop conflict, but efforts have not succeeded, in quelling the violence, as conflict conscious, it is drawing out pre-existing tension along tribal-ethnic, and socioeconomic divides particularly, in Darfur region,(OCHA, June, 2023) has reported, the impacts of the war remains was highly uncertain, and will depend on conflict duration, intensity and spread. The fighting created roadblock, and access to Khartoum state and even access across the Sudan is extremely limited, this has led to act violence against humanitarian, assets and public facilities. A heartbreaking about untold stories, about hundreds of unknown dead rotten bodies scattered in streets everywhere, other bodies buried inside victim's houses, or nearby neighbouring spaces,).Reliable resources at (<http://www.skynews.com>) which has estimated inclusive conflict damage in whole Sudan, and Khartoum specifically, up to

December, 2023 as shown below in figures in table (1-4), this regardless, of other unknown escalating damaged real figures recorded every passing day, unless this bloody war, would be stopped.

Table (1-4). Khartoum Infrastructure war damages up to December, 2023

Victims	Assets Damages	Economy	Service sector
1-15000 persons Killed	1-Presidential Republican Palace-(destroyed)	1-Sudanese currency (SDG) Lost-90%(550to 1000)per Dollar	1-158 markets Destroyed and Looted.
2-7.000.000 internal refugees	2-29 Ministerial Building & Departments	2-about 5.000.000 employees lost Their jobs	2- 411 factory In KRT, 231 in KRT North,
3-11.000.000 of Khartoum Population left Their homes	3-detruction of More than 200 Old & ancient Building.	3-Total damage Loss estimated At 100 billion Dollar.	3-220 pharmacies Looted and destroyed
4-1.500.000 across boarder	4- more than 90% of Khartoum houses and	5- about 21.000.000 Students stopped	4-more than 200 hospital & Clinic destroyed

Resource: <http://www.skynewsarabia.com>. retrieved on 1st January, 2024.

3-1. Impacts of 15th April 2023 war on Hotels capabilities in Khartoum.

Khartoum State is capital of Sudan, located in centre of the country, where white Nile and Blue Nile rivers confluence in El-Mogran Site, Khartoum is expanding in 25 Km² space, with estimated population of 8 million inhabitants, very crowded town, quite known of its poor and fragile infrastructure, besides deteriorating of public services institutions standards concerning health and hygienic environment. The majority hotels in Khartoum are 3 star rated categories, more than 100 hotels, distributing in the centre of the town, in the most dangerous war zone. Service quality standard in these hotels could be rather classified to poor to good quality. Majority guest segment of these hotels were Sudanese mid-class segment, besides some local business men. Other 4 star hotels, had managed to create strong competitive position, among 5 star hotels, that's due to satisfying service performance, they were delivering. These hotels managed to attract and maintained significant segment of foreign tourists, like , Acropol hotel, which had occupied advanced competitive positions recorded, on top category, as guests viewers showed at site of (<http://www.tripadvisor.com>) through: 2018-2020-2022. During conflict in Khartoum, most of these hotels war, completely evacuated and closed up.

3-2. Accident of Corinthia Hotel, Located, near Blue Nile river southern bank, the most fascinating building design had been built in Khartoum capital ever, representing the most visible aspect in the country, 5star hotel, 283 rooms and suits, hotel owned by International Corinthia Company for hotels chains where the headquarter of the chain founded and located in Greece. The story of attack and assault began in September 2023. according to what reported in (<http://www.Altka.com>) when some (SRF) armed forces soldiers holding deadly heavy machine weapons and munitions were about 70 soldiers, riding 20 armed vehicles broke in almost vacant hotel, except some emergency workers, including security officers, who

were existing to carry out some regular operation and guarding and protecting hotel assets, later on aggressive assault was carried out by RSF soldiers, against existing hotel's staff, they took all staff as hostage and send them to unknown place, one individual from hotel's staff was reported he killed, and 9 employees were reported badly injured. Moreover hotel assets exposed to a terrible destruction, lobby, furniture and front doors glass smashed. Some sources reported (Kamal,Alia,2023) hotel building bombard by SAF airstrike afterward .followed below Pictures (1) and picture(2).shows the Carinthia hotel before and after, bombard attack Contrary to this tragic gloomy image of Khartoum hotels.

3-3.Accident of Rotana Hotel:

Located near Khartoum airport, ownership belong to Sudanese businessmen under franchiser of Emirate Rotana international hotels chains, holding same brand rated at 5 star, 283 rooms and luxurious suites. (Abellgagar.M.A,2023) mentioned Rotana is one of hotels assigned by United Nation Mission, to receive hundreds of foreigners and diplomatic mission individuals, who had been working in the country, including some Sudanese holding foreign nationalities, managers performed greater efforts to run operations, and manage crowded hotel. First problem faced hotel's managers was how to feed frightened resident families in the hotel, particularly when all food stock had run out, and food situation worsened rapidly due to lack of food stuff supply, while war risk outside hotel was escalating. Although, this situation appeared critical, managers assigned Hotel's drivers to find some food stuff, at any cost nearby, from opened shops, stores or hyper malls. Due to violent of ongoing random fire shooting all fled foreign refugees accommodated in third, second, and first floor, according to safety procedures and safety protocol decision, taken by hotel's managers. Other procedures applied, due to lack of enough vacant rooms, some families stayed in hotel lobby with their all personal belongings. Moreover as (Abdellgafar.M.A,2023) mentioned, hotel's managers took decision, to hire some armed RSF for support, to protect hotel building and assets, this strange step justification according to eye witness, had came after some RSF forceful soldiers had assaulted, the day before, the hotel staff, asked them to give them keys of parked vehicles in exterior park. In spite of these tough passing moments, hotel's staff was wisely managed to control stressed tension of fled refugees families. Few days later, after long suffering waiting, logistic coordination and arrangements between managers, UN and RSF armed leaders were being planned, to evacuate foreigner refugees safety to Port Sudan town airport Eastern Red Sea State where temporary location of new military government was established, after destruction of Khartoum airport as (Wafic.A,2023) has reported. Afterwards, as soon as foreigner refugees had left hotel, outside building seriously bombed by SAF airstrike, after SAF, intelligence, had accused RSF occupying and using hotel building, as emergency strategic munitions store, to keep, weapons and munitions, according to this justification, SAF stroke, hotel's building main gate and lobby, causing a great damages. Concerning physical assault, one employee, so far, killed in the swimming pool, due to exchanging of extensive random fire shooting between two sides.. In spite of this developing situation from the hotel's managers, they managed to deal so far, with war crises, when the all existing staff that time, showed great enthusiasm to continue on

their duty, regardless their scheduled roster., besides staff performed great efforts, and showed great courage, when they managed to supply refugees and asylum seekers, with necessary enough food stuff, in spite of the high expected risks might confront out hotel building. Managers managed to hire RSF soldiers, as strategic option, to guard and protect hotel's assets, property, besides hotel's staff and refugees.

3-4. Accident of Acropol Hotel:

Located in centre of Khartoum, the hottest conflict zone, categorized as 3 star hotels, foundation year in 1952 during Anglo colonization era, well known and famous of its unique, and a very distinguished, and known as the best that hotel tailored perfect service to foreign tourists, acquired good reputation. and built extended overseas relationships with travel agencies, and some tour operators in Europe. Acropol hotel had been opening successively for 71 years. But because of war, for the first time the hotel has closed up. Before in 1983 hotel had witnessed aggressive armed attack, when had exposed to terrorism accident, victims reported were 7 foreigners killed and 7 guests were injured, Palestine revolutionary rebels were being accused and sentenced to death later. At the beginning of this war on 15th April 2023, Acropol Hotel evacuated, owner has left to Greece where his family is living. The same fate as other hotels, hotel staff had faced catastrophic attack, building partially damaged, and burnt due to extensive bombing. In the last moments of war zone, where hotel located, hotel's owner described critical situation in words "when he had decided to leave with his wife, he had been walking long distant, looked for shelter, then, he found close neighbouring mosque nearby the hotel, when he had intentions on that time, to stay safe for some time, until worsen critical situation would be calmed down. But inside the mean mosque, before he was stepping in suddenly, he shocked by scattered dead bodies, stretching out in carpet inside mosque and hall entrance, when he realized how far, situation was dangerous threaten him and his family life". Later on, he found his way to port Sudan town, he expressed that situation in sorrow words "Acropol is part of my identity and soul" as he told media, after 71 years of successful work experience in hospitality service in Khartoum. Unfortunately he had left to Greece, with his family; meanwhile the hotel building and assets condition is still remaining unknown, particularly the hotel is located in the hottest zone of war. Later on, Mr. George Pagoulatos, the present owner, as well as hotel manager, he died in his home country in Greece on, 22.March.24.

3-5. Accident of Coral hotel:-

(The previous Khartoum Hilton International hotel). Located near confluence where white and blue Nile meeting, 5star hotel category, 282 rooms and suites. Founded in 1976, the hotel's owners, Sudan government owned 49% of shareholder and Sudanese Kuwaiti treasury fund owned 51% of total shareholders, partnership contract between Sudan government, and Kuwait country. It was successful and profitable experience to both sides, but lastly, in 1994 American economic embargo had been imposing against Sudan government, followed with commercial banned to American business investments exiting in Sudan, including Hilton international company. Later new company called (Coral), has taken over the old ownership, replacing the Sudanese partner, after the late had sold out government share. During war on September 2023, some (RSF) armed forces, broke into the hotel building, they caused some terrible damages as reported, aggressive assaults took place from RSF

soldiers, against staff and security guards, who were existing in hotel to protect assets. Unfortunately many were injured, and others took in hostage by (RSF) militia forces to unknown place. More than other 100 classified, and unclassified hotels located in chaos and battle zone in Khartoum centre, during the conflict operations, no more information were reporting or telling about damages, and destruction occurred to these hotels up to this moment, we are conducting this study, but it is somewhat, would be fairly described as underexposed institutions equally like other public institutions, and exposed to robbery, looting and damages in a town people and media used to call as (Ghost Town).

Table (5-2) Shows damages occurred to four hotels in Khartoum in the war2023.

Hotel Name	Category +Total Rooms	Total Employees (2022-2023)		Damages
		Sudanese	Foreigners	
Rotana	5 Star (283Rooms)	342	40	Front gate Bombard, one person killed, used As ammunition Store (SRF).
Coral	5 Star (282 Room)	180	Nil	Destroyed, looted 9 workers arrested And injured.
Cornithia	5 Star (260Room)	203	19	Bomard,7 workers Kidnapped(SRF)
Acropol	4 Star (108 Room)	105	Nil	Burned, looted And destroyed

Resource: <http://www.skynewsarabia.com>.retrieved on 1st January, 2024

Findings &Conclusion

Unexpected outbreak of war in 15th April, 2023, in Sudan, where the first gunshot ablaze was took place at **Khartoum** capital.. Khartoum infrastructure completely ruined: streets, markets, factories, including: **Hotels**, museums, parks, airport, restaurants, airline companies, even travel agencies bureaus witnessed great damages and devastation. On the other hand the war swiftness manner, has barred the government and private business, to handle positive swift recovery plans, so far, to minimise damages.Consequently, soon some staff individuals had became victims, subjected to aggressive physical attack, even some staff had been captured, and took as hostages to unknown places. The (RSF) armed forces were being accused. Most of hotels in Khartoum have witnessed serious damages in building and assets. The impact of crisis is not always restricted to the immediate event, but negative perception, of image can last long after the crises are over. Sudden occurrence of event such as: wars, natural disaster, often make it difficult to the government

authorities or private organization either to be controlled or contained. In spite of sudden war in Khartoum, some hotel's managers, collaborated with hotel's staff had managed, however, to run operation duty as possible as they could. Hotels like, **Rotana** hotel, **Coral** hotel and **Corinthia** hotel, they managed however to motivate, their employees and staff, rather, to contribute in keeping and protecting, capabilities and assets. While the majority of other hotels have been left abandoned, without protection, like **Acropol** hotel. Some hotels managers assigned some staff to protect and guard hotel's assets, while **Rotana** hotel managers got support and hired (RSF) soldiers, to guard hotel assets and staff. Although of this successful experience. Other hotels managers and staff fled away, or left the building, as soon as war situation had worsened, some three and four star hotels become completely isolated, and abandoned without protection. Damages maximized due to sudden and swift time of war breakout, without prior warning. This case of study is completely conflicting to the (Hafez.E,2020)study conducted in Libya, which was submitted to different plan procedures included: pre-post warning when there was enough time, to set pre-planning procedures, to face crises before occurrence, where hotel's managers they managed, to establish emergency plans to protect, or move assets and facilities to keep in safe places. Moreover, no victim's assaults were reported in his case study. Finally, developing of dynamic capabilities enabled hotels establishments to protect their resources from being destroyed during war. The crises management capability is highly dependent on close interaction between management and employees. This paper is also expands the crisis management linking, by focusing on the individual firm level, which has rarely been studied. Voluntary participation of staff during crises, this willingness making significant personal sacrifice such as working without pay and personally protecting the firm's assets are major component of crises management. On the other side, this study explored that, other hotels in Sudanese States in major towns like: Port Sudan, Atabara, Kassala, Elgadarif, has reported high and unusual occupancy rates, with high room selling prices, hotels were full occupied with fled refugees from different conflict areas. Even some abroad neighbouring towns located near Sudan border like: Aswan in Egypt, are still recording arrival of tens of thousands Sudanese fled refugees, day after day unless war in Sudan stopped.

Study Recommendation:

Finally, this study has recommended as following: emphasizing on collective organization culture between employees in hotels. Hotels policy makers should think to enhance the cooperative organizational culture, through providing employees with intangible stimulants and incentives such as; recognition of importance of collective group culture, training opportunities, praise and certificate. Besides creating specific defence measures are required, such as: recruiting qualified employees, who show high loyal levels, and show readiness to provide assistance, on time of emergencies like war, in order to protect people, assets and guests in case of their existence inside the hotel on time of crises. **Moreover**, hotels managers have to predict, and follow up crisis developing, before, and during occurrence, particularly sudden accidents, in order to develop adequate effective stages, of recovery plan, through developing effective crises communication and procedures, to minimise approaching damages as possible as they can..

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