

MADU UCHE

**TOURISM SUSTAINABILITY AND RESILIENCE
IN NIGERIA AFTER COVID-19
GOVERNANCE AND TECHNOLOGY ORIENTATION
AS MODERATING FACTORS**



UNIVERSITY OF ALGARVE

FACULTY OF ECONOMICS

2024

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AS MODERATING FACTORS**

Master in Tourism Economics and Regional Development

Dissertation made under the supervision of:

Professor Hugo Pinto



UNIVERSITY OF ALGARVE

FACULTY OF ECONOMICS

2024

Statement of Originality

Object Detection and Recognition in Complex Scenes

Statement of authorship:

The work presented in this dissertation is, to the best of my knowledge and belief, original, except as acknowledged in the text. The material has not been submitted, either in whole or in part, for a degree at this or any university.

Candidate:

MADU UCHE

(Student's name)

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Abstract

Resilience refers to a system's ability to absorb disturbances, learn, and adapt during times of crisis. This concept is particularly valuable in understanding how the tourism industry can effectively respond and adjust to external shocks. This dissertation explores the sustainability and resilience of tourism in Nigeria, focusing on the industry's recovery following the severe economic downturn caused by the widespread closures during the Covid-19 pandemic. Specifically, it examines governance and technology orientation as moderating factors for the adaptive capacity of the regions studied. The study had four primary objectives: (1) to explore public awareness of the importance of governance and resilience in Nigeria's tourism sector, (2) to examine the role of institutions and tourism governance in the country, (3) to analyse the impact of technology orientation on tourism resilience, and (4) to discuss the major challenges facing governance and tourism resilience in Nigeria. A reflexive literature review is presented to provide insights into key concepts within this field and the current situation in Nigeria. The empirical study employed a semi-structured interview as the data collection method, involving 20 respondents from key stakeholders in Nigeria's Southeast region (Abia, Imo, Anambra, Enugu, and Ebonyi). Content analysis was used to evaluate the responses. The study revealed that tourism is a critical sector offering significant opportunities for accelerated growth in Nigeria. However, the Covid-19 pandemic severely impacted the industry due to movement restrictions. Collaborative governance enhances public awareness of the importance of tourism resilience and introduces key principles such as efficiency, effectiveness, fairness, transparency, accountability, cooperation, and legitimacy in collective decision-making between the public and private sectors. Additionally, a strong technology orientation is essential to fostering a new development trajectory for Nigeria, particularly within the tourism industry.

Keywords: Tourism sustainability, Tourism resilience, Covid-19, Governance, Technology Orientation.

Resumo Alargado

A resiliência é a capacidade de um determinado sistema absorver a perturbação, de aprender e de adaptar-se em tempos de turbulência. A resiliência do turismo é entendida neste trabalho como a capacidade da indústria do turismo resistir e adaptar-se às perturbações e mudanças geradas a nível local, regional e global. Este conceito pode ajudar a compreender como o turismo pode responder eficazmente e lidar com choques externos. Esta dissertação centra-se no estudo da sustentabilidade e da resiliência do turismo na Nigéria após o forte abrandamento económico causado pelos sucessivos confinamentos durante a pandemia de Covid-19. Em particular, foca como a governação e a orientação tecnológica podem funcionar como fatores moderadores da capacidade adaptativa das regiões estudadas.

O estudo da dissertação foi orientado para quatro objetivos principais:

- Investigar o nível de sensibilização dos atores estratégicos sobre a importância da sustentabilidade e da resiliência do turismo na Nigéria.
- Explorar o funcionamento das instituições e da governação do turismo na região sudeste da Nigéria.
- Analisar o papel da orientação tecnológica na resiliência na Nigéria.
- Investigar os principais desafios que a governação e a resiliência do turismo enfrentam na Nigéria.

A dissertação apresenta uma revisão reflexiva da literatura para proporcionar uma visão sobre os principais conceitos e a situação atual na Nigéria. A teoria da resiliência evolucionista, em particular a influências do entendimento socio ecológico de Holling foi particularmente preponderante para a definição do enquadramento teórico do estudo. No estudo reteve-se em particular uma noção de resiliência que se centra na capacidade da região turística absorver os choques sem a alteração negativa das suas funções principais. O estudo sugere uma abordagem de resiliência do turismo que inclua dimensões de resiliência social, resiliência institucional, resiliência económica, resiliência ecológica e inovação regional.

O instrumento utilizado para a recolha de informação no estudo foi uma entrevista semiestruturada. O estudo inclui uma amostra de 20 entrevistados, principalmente de *stakeholders* da região Sudeste da Nigéria (Abia, Imo, Anambra, Enugu, Ebonyi). O estudo adota a análise de conteúdo para aprofundar os dados recolhidos junto das partes interessadas.

Os resultados do estudo sublinham que o turismo é um dos sectores-chave para proporcionar oportunidades de crescimento acelerado para a Nigéria. Também revelou que a pandemia de Covid-19 afetou a indústria do turismo com severidade, como resultado direto da restrição de circulação. No entanto, há vários aspetos que podem estar a contribuir negativamente para a dinâmica do sector. Aspetos mencionados como o baixo nível de vida da população nacional, a baixa participação em viagens e atividades turísticas, o limitado nível de atividades comerciais na maioria dos alojamentos turísticos na região sudeste e ainda um elevado custo dos artigos alimentares na maior parte dos principais destinos turísticos.

O estudo revelou ainda que a governação colaborativa no turismo aumenta o nível de consciência pública sobre a importância da governação, da sustentabilidade e da resiliência. O estudo sugere também que há necessidade de uma equipa de vigilância na região analisada para detetar novas (potenciais) pandemias e do estabelecimento de agências de desenvolvimento ligando saúde ao turismo na região. A noção de governação no turismo convoca para o debate termos com eficiência, eficácia, equidade, transparência, responsabilidade, cooperação e legitimidade através da decisão coletiva tanto da esfera pública como da privada.

A perspetiva evolucionista da resiliência permite pensar como determinado sistema territorial recupera dos choques para não voltar a estados anteriores, mas sim criando novas alternativas. Neste sentido, a orientação tecnológica, como são os exemplos de novas aplicações móveis, vigilância e inteligência artificial ligadas ao turismo, podem fazer avançar a indústria do turismo.

A dissertação ilustra os enormes desafios que o turismo na Nigéria, tais como o terrorismo, as leis transfronteiriças, a promoção de viagens sustentáveis, a segurança, a

infraestrutura, a tributação, a diferença de competências tecnológicas, as alterações climáticas e a incerteza económica.

Este trabalho fornece aos decisores políticos e do turismo informação útil para uma compreensão mais clara de potenciais políticas de apoio e para o planeamento a curto e longo prazo para apoiar a resiliência do turismo. Uma das recomendações principais é a necessidade de um envolvimento colaborativo profundo pelos principais intervenientes para definir e colocar em prática as medidas necessárias ao sucesso do turismo.

Palavras-chave: Sustentabilidade do Turismo, Resiliência do Turismo, Covid-19, Governança, Orientação Tecnológica.

Abbreviation List

CG	Collaborative Governance
DMO	Destination Management Organisation
FMCT	Federal Ministry of Cultural and Tourism
GDP	Gross Domestic Product
ICT	Information Communication Technology
IMF	International Monetary Fund
IRTS	International Recommendation Tourism Statistics
NCCT	National Centre for Disease Control
NIS	National Innovation system
NTO	National Tourism Organisation
RIS	Regional Innovation System
RTO	Regional Tourism Organisation
SME	Small and Medium Enterprises
UN	United Nations
UNCTD	United Nations Conference on Trade and Development
UNWTO	United National World Tourism Organisation
WHO	World Health Organisation
WTTC	World Travel and Tourism Council

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Chapter 1 - Introduction

1.1 Motivation for the Study

Tourism refers to the act of leaving one's usual place of residence to engage in activities that may or may not be related to a specific goal—such as leisure, education, adventure, or business—with the expectation of deriving some form of benefit, whether emotional, intellectual, spiritual, or physical, before returning home, the act of traveling beyond one's customary surroundings for a duration of less than one year for purposes other than employment (Odunga, Manyara and Yobesia, 2020).

Travel and tourism's total contribution to the global economy represents around 9.5% of global GDP, not only outpacing the wider economy but also growing faster than other comparable sectors like the financial and business services, transport, or manufacturing, with one of every eleven new jobs created in the world being in the tourism industry (Mbaiwa, 2003).

It can be argued that the tourism industry has the potential to facilitate accelerated economic growth in Nigeria. Nigeria is often included in the group with worst results in terms of economic development, according to global rankings. Nigeria's economy is mainly factor driven, like Liberia, Laos, Mali, and Yemen. Tourism is connected to other components of the industrial fabric and has shown multiplier effects on the whole economy (NCC, 2018). Although Nigeria possesses certain advantages over other African countries, its economy is nevertheless experiencing difficulties in maintaining a comparable level of growth. Nigeria's market size, for instance, is substantial, largely due to its population, which offers the potential for significant economies of scale and plays an instrumental role in attracting investment. The country has a dismal performance on indicators like security, safety, primary education, infrastructure, and weak institutions (PWC, 2016). Furthermore, the country's poor performance can be attributed to a high reliance on oil and a low level of ICT penetration (David and Grobler, 2020).

According to Ritchie and Crouchi (2003) sustainability is a viable option that does not compromise the resources, such as the natural world and the social fabric of the host community, on which future tourism will depend. Nevertheless, the issue of sustainability remains of secondary importance, as the crucial and required investments in the field of tourism sustainability are contingent upon financial viability considerations.

In recent years, a growing body of evidence has emerged to suggest a correlation between tourism and resilience. While theoretical approaches have played a role in this field, the majority of current research relies on empirical case studies (Lew, 2014). Moreover, as research progresses, there is a notable shift in perspective, with resilience being increasingly viewed as a multi-faceted concept encompassing socio-economic, environmental and sustainability considerations (Luthe and Wyss, 2014).

Adversity may create a positive effect on resilience by building the capacity of its holders to reach triumph over adversity (Gavari-Starkie *et al.*, 2021). The comprehension of related notions such as adaptability, adversity, organisational culture, norms, and transformation is crucial for resilience studies, cf. definitions provided by (Hatala *et al.*, 2016). Individuals who are resilient are those who are able to identify and utilise social, environmental, and economic supports to maintain their health and well-being, and whose families, communities, and cultures are able to meet their needs in meaningful ways.

The spread of the Covid-19 virus has caused a global crisis unlike any seen since the end of World War II. The scale and severity of the pandemic are unprecedented. In the end of 2020 the Covid-19 was already the most significant pandemic since the Spanish flu (Hall *et al.*, 2017; WHO, 2020). WTTC estimates that the pandemic resulted in a 60-80% drop in international tourists in the first half of 2020 (WTTC, 2020). This was the industry that has been hit the hardest by the pandemic (Gossling *et al.*, 2020).

Notwithstanding, the tourism industry has demonstrated its capacity to withstand a range of external pressures (Hall, 2011). Factors such as change and stability, adaptability and design, authority and autonomy warrant consideration. In a complex world, more adaptable forms of governance, like network governance, public-private partnerships, and self-organization, tend to perform better (Neuhofer, 2025).

This introduction will now explore some key aspects for the implementation of the work.

1.2 Overview of the Problem

A few weeks before the 2020 Spring Festival and Chinese Lunar New Year, Wuhan, the largest transportation hub in central China with a population of around 11 million, reported an outbreak of pneumonia cases. Before the pandemic, the UNWTO had predicted that 11.5% of global GDP would be generated from tourism by 2029, with the number of international tourists expected to rise to 1.8 billion. However, the situation

changed dramatically, as the UNWTO later reported a 20-30% decline in international tourist arrivals in 2020 compared to 2019. This downturn resulted in a loss of \$300–\$450 billion in international tourism receipts, nearly one-third of the \$1.5 trillion initially projected for 2019. UNWTO estimated these amounts correspond to five to seven years of lost growth due to Covid-19 (UNWTO, n.d.).

Given that this industry was once responsible for one out of every ten jobs worldwide, responding to the unprecedented crisis posed by the current pandemic will require equally innovative solutions. The majority of confirmed Covid-19 cases in Nigeria are concentrated in Lagos State (NCDC, 2020). Lockdown and gradual easing of the lockdown were policies implemented by federal and state governments to reduce the steepness of the infection curves. The tourism industry was particularly hard hit by these policies, but all industries felt their effects (Akingbogun, 2013).

However, it is evident that the tourism industry has seriously been affected by the Covid-19 pandemic, as room occupancy were nil during the movement restriction, restaurants closed and other recreational facilities and their activities paralyzed (Che and Lien, 2013). To this end, post-pandemic recovery from sustainable tourism development is critical, considering the significant impact of the Covid-19 crises on the industry.

It is obvious that crises are inevitable in an organization. Zhang and Sarker (2024) believe that this suggests why stakeholders and government agencies need to be awake to their responsibilities and come up with recovery strategies, which will invariably subdue the impact on the industry, national economy and the world at large. Sustainable tourism is about maintaining the socio-cultural genuineness of host communities, at the same time preserving the tradition and cultural heritage. It also requires equal opportunities for the whole society and equitable distribution of tourism benefits (UNWTO, 2020). A stakeholder approach is a common method for defining the social dimension of sustainability, which is not commonly applied in the tourism industry even if it is recurrent in organizational studies and now in tourism studies.

Social interactions are a core part of organizations that involve a diverse network of participating or impacted stakeholders such as staff, suppliers, customers, and the community (Dillard *et al.* 2008). As these authors clarify business organizations have a myriad of social impacts from their interaction with, employees, suppliers, communities, and consumers. These impacts vary and depend on the nature of the organization, its activities, and stakeholder interactions.

Sustainability in tourism satisfies the requirements of current tourists and host communities while preserving and expanding chances for the future. Islam *et al.* (2018) said that this is a result in a management of resources in a manner that satisfies economic, social, and aesthetic requirements while preserving cultural integrity, crucial ecological processes, biological diversity, and life support systems.

Governance as a moderating factor is seen as the process of interactions through the laws, norms, power or language of an organized society over a social system such as; family, tribe, formal or informal organization (Bevir, 2012). It entails the act, procedure, or supervision of the direction and control of something like a nation, a region or an organization. Governance can be understood as the establishment, reinforcement, or reproduction of social norms and institutions as the result of decision-making among the participants in a collective problem (Speer, 2012). To secure sustainability and positive social and environmental effects of the development of tourism on the local economies, governance is a notion that should be understood as a process comprising coordination, collaboration, and stakeholder cooperation (Islam *et al.*, 2018).

Tourism governance may bring benefits such as efficiency, efficacy, fairness, transparency, accountability, cooperation, and legitimacy, given that it involves collective decision-making through political democracy with social participation represented by diverse interests but yet this benefits are not been implemented. Along with certain issues such as hyper mobility and neoliberalism, these mode shifts have recently been the subject of attention in the tourism governance literature (Jamal and Camargo, 2018). According to Hall (2011) this is justified by the nature of the tourism business, which includes various scales of power and multiple actors from the government, communities, and market pressures, tourism is a suitable topic for studying governance.

Technology has already emerged as a key driver of change in the tourism industry (Neuhofer, 2025). Technology can help tourism stakeholders, in particular businesses, to modernise their processes or even automate processes traditionally requiring active human participation. This can potentially help a business to reduce requirements, cut costs and increase the amount of income they generate, leading to improved financial results. Although Rosário and Dias (2022) suggest that this nexus of tourism-technology plays a crucial role in the way people travel today, from the vacation destination choice, to plan trips on the Internet or buying the necessary services. When we are talking about technology orientation in this dissertation we are mainly thinking about the utilization of ICT and what is now commonly mentioned as digital transition.

Not many tourism studies paid attention to resilience as a theoretical idea in recent years. "Turbulence studies" (Gemici and Zehir, 2023), "adaptive tourism" and "engineering resilience" are some of the ways this idea is used in the tourism industry (Lew, 2014). Research shows that in the tourism industry, the "resilience approach" has often been used to help the industry get back on its feet after a crisis returning to the pre-shock situation (Ranasinghe *et al.*, 2021). It has also focused on how to deal with crises and disasters, like the Asian economic crisis in the late 1990s, the SARS outbreak in 2002–2003, the Indian Ocean tsunami in 2004, the threat of earthquakes in New Zealand's Southern Alps, and the crisis in Southeast Asia (Lew, 2014).

This means that a resilience-based approach can help to learn about effective response mechanisms and how the tourism industry and its subsidiaries are changing in response to unpredictability in the environment and crises like the Covid-19 pandemic (Bhaskara and Filimonau, 2021; Ranasinghe *et al.*, 2021; Sharma *et al.*, 2021; Sobaih *et al.*, 2021). While numerous studies have examined tourism resilience in the context of disaster management, understanding the concept of resilience within the tourism sector remains challenging due to the industry's inherent complexity.

Planning for tourism resilience is a strategy that can help ensure the longevity of tourism destinations in times of crisis or adversity as well as slow onset changes have attracted attention in recent years (Fang *et al.*, 2020). Remaining resilient is a goal sought by any territory that has built its strategy on tourism. Exploring how tourism industry recovers from a crisis, including small tourism businesses, particularly in developing economies and their ability to find an alternative solution is of great importance for the vulnerability of tourist destinations to the crisis. In the aftermath of Covid-19, there is a pressing need for further research on the sustainability and resilience of tourism, particularly with a focus on governance and technology orientation as moderating factors.

1.3 Significance and Organisation of the Dissertation

Given the inherent complexity of the tourism industry, effective planning and management procedures rooted in the principles of sustainability are essential to support its growth. This is particularly evident in the context of tourism sustainability and resilience in Nigeria; however, the necessary mechanisms are lacking. Policies that promote socially just development must consider the needs of local communities and the

differences between national government structures and local government perspectives (Rienschke *et al.*, 2019).

In addition, institutional, economic, and social change makes difficult to manage collaboration in a setting with ineffective governance framework. In order to achieve the sustainable management of tourism within and between destinations, the governance of tourism has to involve an increasing network of interrelationships between sectors in the public, private, and third sectors. It should also bring together tourists, host communities, businesses, and the traditional institutions of the state with an interest in tourism.

For this study we need to consider tourism sustainability and resilience in Nigeria after Covid-19 and analyse governance and technology orientation as moderating factors.

With this purpose the following objectives guide the study:

1. To investigate the level of public awareness about the importance of governance and tourism resilience in Nigeria.
2. To explore the role of institutions and tourism governance in Nigeria.
3. To analyse the role of technology orientation in the existence of tourism resilience in Nigeria.
4. To investigate major challenges facing governance and tourism resilience in Nigeria.

This study intends to enable policy makers to be prepared against crises. This may help organizations to plan ahead, maybe to train staff by replicating successful management techniques, which can enable the organization to identify early warning signs, issue and risk management, and also come up with emergency responses.

The post crises management determines the sustainability of an organization or an industry, as this determines the resilience facing crises, such as the on-going pandemic. The study is of significance to the tourism industry, particularly in Nigeria, and similar prolife countries, to help in the post crises recovery process.

The dissertation is organized as follows: Following this introduction, Chapter 2 provides a brief literature review on tourism resilience, innovation dynamics, institutions and governance, and technology orientation. Chapter 3 outlines the methodology, detailing the research design, delimitation, and specific case study site. Chapter 4 presents the empirical study, discussing the results and interpretations of the interviews. Finally, Chapter 5 concludes the dissertation.

Chapter 2 – Literature review

2.1 Tourism Crisis and Resilience

This chapter reviews conceptual and theoretical production on tourism sustainability and resilience that may help to study the case of Nigeria after Covid-19. Recently published research outlines a pandemic-integrated crisis management framework for the hospitality industry (Le and Phi, 2021). This framework consists of four main phases: pre-event and early symptoms, emergency, crisis, and recovery, all of which are analysed within the proposed model. However, tourism organizations, particularly small and medium-sized enterprises (SMEs), are not giving sufficient attention to crisis planning strategies that could enhance resilience and recovery. Therefore, it is essential to identify the characteristics of each crisis and foster a deeper understanding of crisis management to pinpoint the critical success factors for tourism businesses during the recovery phase (Campiranon and Scott, 2014). Previous research has paid less attention to this problem. Case studies based on research into the recent disaster, the Covid-19 outbreak, provide guidelines for how market participants and governments can handle difficulties in the tourism industry in the midst of a pandemic (Assaf and Scuderi, 2020; Sharma *et al.*, 2021).

However, research focusing on the impact of government-backed policies on the tourism sector during the Covid-19 Crisis is sparse. Taking into account the government's crucial function in the tourism industry and the crisis-mitigating policies it can adopt on behalf of the tourism industry, Sharma *et al.* (2021) showed that previous studies and research in the field of crisis management in the tourism industry have mainly concentrated on a few key areas. Therefore, the study of tourism industry in cases that have been understudied in the past can contribute to the growing body of literature on crisis management in the tourism sector, particularly for developing countries (Aliperti *et al.*, 2019).

Travellers and host communities alike reap the rewards of the positive changes brought about by tourism's wide-ranging effects on society. There is evidence to suggest, however, that tourism is responsible for 8% of global greenhouse gas emissions (NCC, 2018). Environmentalism, social justice, cultural pluralism, and a thriving economy are all essential parts of a sustainable tourism experience (UNWTO, 2020).

Sustainable tourism takes into account all aspects of the trip, including its impact on the environment, local communities, cultural traditions, and the economy (UNWTO, 2020). Ecological, social, and economic balance, as well as the protection of irreplaceable cultural artefacts, are the cornerstones of a sustainable tourism model. Guidelines for sustainable tourism development and management practises are relevant for all types of tourism in all types of destinations, including both mass tourism and the various niche tourism segments (UNWTO, 2015).

Over time, the idea of resilience has spread to other fields, including psychology, ecology, and economics, and been applied to a wide variety of analytical levels from individuals, ecosystems, to urban systems (Hall *et al.*, 2017). The growing number of crises and disasters that impacted the tourism sector globally has highlighted the need for greater resilience (Prayag, 2018; Sobaih *et al.*, 2021).

In recent years, there has been a lot of interest in resilience strategies that can help ensure the sustainability of tourist destinations in the face of crisis, adversity, and slow-onset changes (Fang *et al.*, 2020). Any nation or region whose economy relies heavily on tourism needs to ensure its continued viability. It is critical for the susceptibility of tourist destinations to examine how the tourism industry recovers from a crisis, especially small tourism businesses, particularly in developing economies, and their capacity to find alternative solutions. Wu *et al.* (2021) further defined resilience as the capability to quickly and easily recover after encountering environmental shocks. When a company is able to recover from severe business setbacks, such as those that result in bankruptcy or collapse, it has demonstrated resilience. Without a doubt, resilience planning can be a huge help in restoring tourism SMEs after a catastrophe (Orchiston, 2013).

Although past crises have shown that resilience approaches have been very effective in planning to cope with and recover from tourism crises and disasters (Lew, 2014), a look at the previous tourism crisis and disaster management frameworks shows that most of these models involve various limitations (Hirudayaraj and Sparkman, 2019).

Moreover, it is the end result of being able to shift gears and adjust to both internal and external pressures in the face of adversity. There have been several phases in the study of resilience that have spanned several decades. In an effort to explain how particular territorial systems recover from shocks, not just by reverting to previous states, but also by creating new alternatives, the evolutionary perspective on resilience has proven popular in regional studies,(Pinto, 2019).

Systems with high resilience are able to weather shocks and continue functioning normally, maintaining stable population dynamics and state variables. To be resilient is to be able to adapt to change while maintaining essential feedbacks, the same function, identity, and structure in the face of adversity (Walker *et al.*, 2004). According to Irawan *et al.* (2021), a system's resilience can be gauged by observing how quickly it recovers from a disaster and resuming its pre-disaster level of performance. Therefore, resilience is a social or ecological system that has the ability to self-organize and adapt naturally to stress and change, as defined by the authors of the aforementioned definition (IPCC, 2007).

To recover one's original shape after being stretched or squeezed is one definition of resilience. Resilience is essential at all scales as believe by (Kristiana *et al.*, 2021). The ability of a firm to understand its processes on multiple levels is known as "meso resilience." According to Nguyen *et al.* (2020), the tourism industry is influenced by a number of macro and micro factors, including government policies and programmes, public opinion, the availability of services and facilities, the attitudes of potential visitors, and the competitiveness of the industry. Micro-level resilience is also linked to individual human resilience.

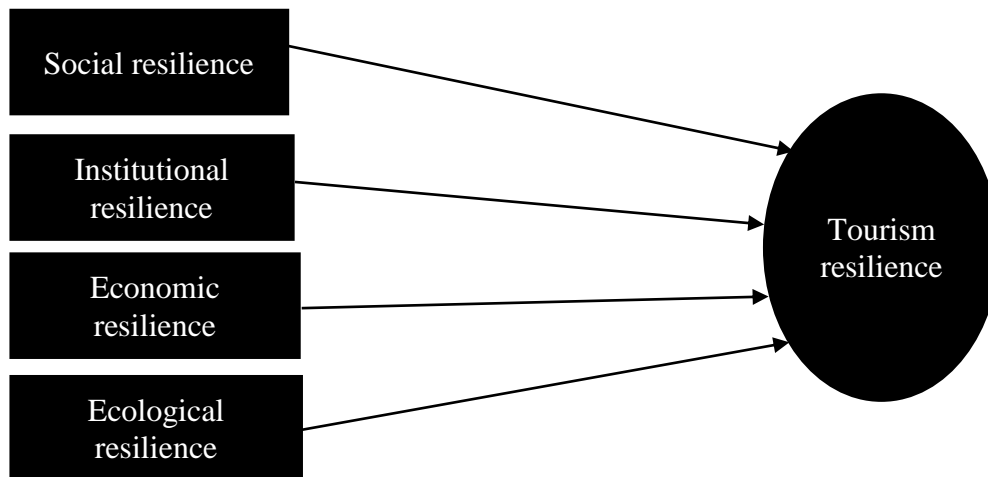
Although resilience can be thought of as the capacity of social, economic, or ecological systems to bounce back from the stresses placed upon them by tourism, its principles have not yet been widely applied to the tourism industry (Tyrrell and Johnston, 2008). A resilient socio-ecological system is one that can "soak up" stress, as well as "learn and adapt" in the face of adversity, "emerge stronger" (Prayag, 2020; Holladay and Powell, 2016).

Disaster and risk management, as well as climate and environmental change, are all areas that have been studied in relation to resilience in the tourism industry (Sheppard and Williams, 2016). The term "resilience" is used to describe the tourism industry's ability to recover quickly from external and internal disturbances, thereby preserving the sector's stability and guaranteeing the "flexibility and diversity necessary for innovation and further development" (Buultjens *et al.*, 2017).

The concept of tourism resilience helps us understand how the industry can respond effectively and positively to global changes, disturbances, or changes by defining resilience as the capacity of the tourism sector to withstand disruptions and changes generated locally, regionally, and globally (Sharma *et al.*, 2021). Resilience in the tourism industry is defined as the sector's capacity to deal with shocks and changes.

In this study, we analyse tourism resilience, which we understand broadly as the industry's capacity to handle or recover from adversity. The dimensions related to the resilience of tourism in this dissertation are based on four pillars of resilience theory and its tourism application: social, institutional (governance), economic, and ecological (Davidson *et al.*, 2013; Holladay and Powell, 2016; Shen *et al.*, 2016).

Figure 1: Four Dimensions for Tourism Resilience



Source: Own elaboration (Inspired in Holladay and Powell, 2013; Shen *et al.*, 2016; Powell, 2016).

Resilience in the face of social, political, and environmental change was what we meant when we talked about social resilience (Shen *et al.*, 2016). The ability of institutions to withstand disturbances by providing both stability to reduce uncertainty and flexibility to respond to the uncertainties of changing external conditions is what institutional resilience is all about (Holladay and Powell, 2016; Davidson *et al.*, 2013). Resilience in the economy is defined as the capacity to recover quickly from adversity and resume normal operations (Rose, 2007). A region's economic resilience can be broken down into three parts, as outlined by Karoulia *et al.* (2016), the capacity to withstand external pressures, the capacity to positively respond to external changes, and the capacity to be adapted or learn over the long term. Important for maintaining a variety of ecological and social communities, ecological resilience is the ability of ecosystems to recover from disturbance while retaining healthy habitats and biodiversity (Davidson *et al.*, 2013). A socio-ecological system is resilient if it can recover quickly from disturbances (Shen *et al.*, 2016).

2.2 Resilience and Economic Dynamics

Resilience has emerged as a promising concept that sheds light on how various systems manage crises. It offers innovative perspectives for addressing challenges in public policy and for implementing economic and social actions. Over the last decade, resilience has become a focal point of intense study and discussion. Issues such as rising unemployment and declining economic growth have impacted regions in diverse ways and magnitudes, highlighting the relevance of this concept in regional studies, particularly following disruptions in complex socio-economic systems like the 2007 financial crisis (Baycan and Pinto, 2018).

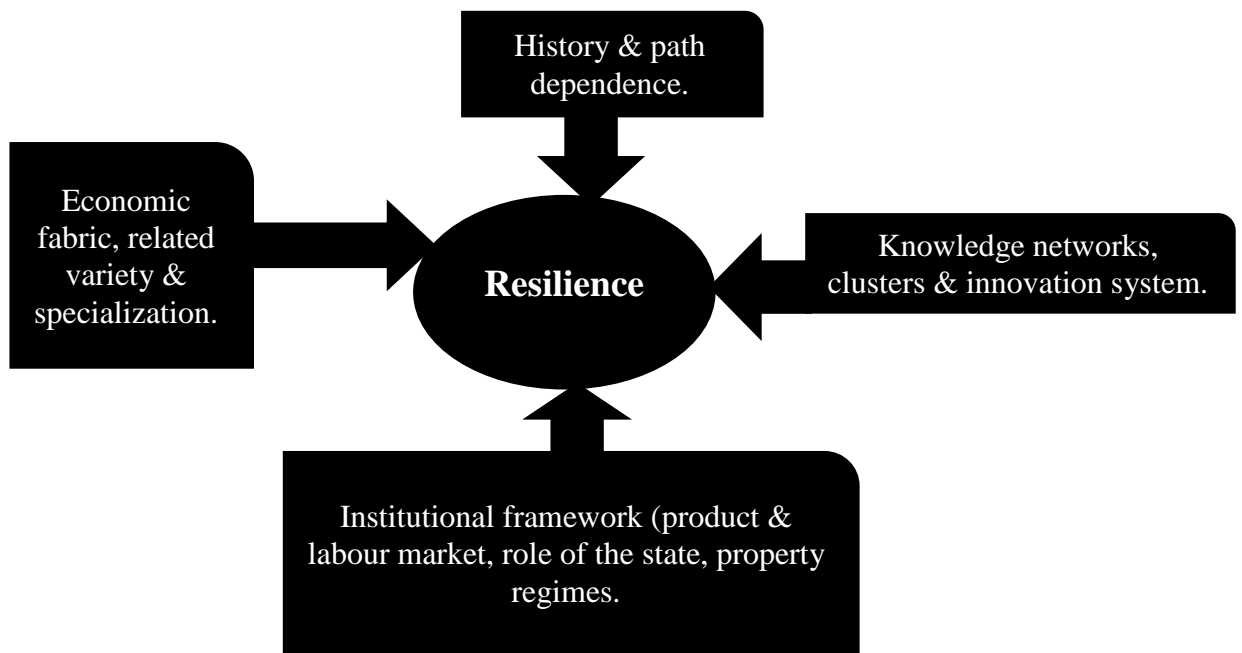
The economic slowdown also had asymmetrical effects on the dynamics of innovation. What can be called the "resilience of innovation" refers to how countries, regions, public research bodies, and businesses adapted their innovation strategies but still displayed varying capacities to weather the crisis (Pinto *et al.*, 2018).

The original definition of resilience puts in the centre the material's stability, resistance to external shocks, and ability to recover to its condition before the shock was applied. Crawford Stanley Holling, emphasised the system's capacity to absorb shocks while maintaining its structural functions, to withstand and recover from stress while keeping important population dynamics and state-variable relationships intact (Holling 1973). However, resilience has recently garnered renewed interest. In particular, regional studies have found success with an evolutionary perspective on resilience, which seeks to explain how distinct territorial systems bounce back from shocks by not only reverting to their previous states but also developing novel alternatives. The canonical definition of resilience in the literature (as mentioned by Pinto, 2019 inspired by Simmie and Martin, 2010) includes the following four factors: resistance, or the ability of a system to maintain its structure in the face of outside shocks and disturbances; recovery, which describes how systems react following a decline; reorientation, the process of adjusting to pre-existing new patterns; and, renewal, the creation of novel avenues.

This perspective integrates engineering, ecological, and evolutionary understandings of resilience. According to Boschma (2015), evolutionary approaches to regional resilience focus on a region's capacity to withstand shocks over the long term. In this context, resilience can be viewed as a dynamic process rather than a static property or endpoint. Thus, resilience represents a social and economic system's ability to adapt to new circumstances, whether those changes arise internally or externally. Factors such as the

economic fabric, related variety and specialization, institutional frameworks, historical context and path dependence, as well as knowledge networks, clusters, and innovation systems all contribute to a society's capacity to recover from adversity (Pinto and Boschma, 2015).

Figure 2: Determinants of Resilience



Source: Pinto (2019).

According to the concept of evolutionary resilience, it is often impossible for a region's economy to recover to its pre-shock level of prosperity. It is also possible that reverting to the initial condition is not even desirable. Therefore, a new course must be discovered, ideally one that is at least as effective as the previous one and, if possible, even more advantageous. An entirely new subfield of regional studies, motivated by this evolutionary viewpoint, is focusing on the topic of resilience.

The characteristics of a resilient system can manifest in various forms. Key factors such as diversity, variability, modularity, feedback mechanisms, governance redundancy, system services, capital, and innovation underscore their significance (Allan and Bryant, 2012). Pinto (2019) argues that the actors and institutions influencing economic dynamics create an interconnected system. This adaptive system comprises diverse actors, each of whom is autonomous and evolves over time.

Early research, grounded in a systemic theory of innovation, focused on the institutional frameworks, collective learning, and path dependencies within the National Innovation Systems (NIS) of developed countries. As the role of proximity in fostering innovative activities became more apparent, the second generation of innovation system studies adopted a more critical view of the macro-level approach of NIS, shifting towards a regional perspective. One influential concept in this context has been the Regional Innovation System (RIS), which highlights the need for effective regional innovation systems to build resilient areas.

2.3 Governance and Tourism Resilience

The purpose of governance is to create order and harmony among various locations (Bramwell and Lane, 2011). It aims to coordinate local stakeholders in designing and developing destinations that foster valuable commitments, synergies, and collaborations between public and private actors. Additionally, effective governance assists policymakers in implementing sustainable development practices (Presenza *et al.*, 2015). Governance is process-oriented and explanation-driven; it seeks to explain the interplay between factors like institutional design, interpersonal relationships, and networks (Beritelli and Bieger, 2014). Previous studies have shown that "good governance" takes into account a wide range of factors, including citizen involvement, government accountability, and resource effectiveness (Ruhanen *et al.*, 2010). Cooperation, the effective distribution of power and resources between public and private actors, and education and advocacy campaigns all play a role in fostering good governance in this setting (Bramwell and Lane, 2011). But tourism governance frequently prioritized government and business interests over those of other stakeholders (Bichler, 2019).

Given that the tourism industry is widely recognized as being highly fragmented with a wide variety of actors that jointly provide tourism service, collaboration between actors is of utmost importance for good governance. To maintain credibility and earn buy-in from key constituencies, stakeholder relationship management is becoming increasingly important. When there are many obstacles to communicating with stakeholders, however, building these connections can be time-consuming and expensive (Garrod *et al.*, 2012). Destination governance is rising in significance as tourism continues to have a significant impact on the places visitors see and experience (Volgger and Pechlaner, 2015).

The principles of tourism governance in various contexts have been studied (Stoffelen *et al.*, 2017).

Many studies have focused on how institutional governance affects economic performance (Al-Najjar, 2014), but more recently, researchers have begun to examine how governance affects society and the environment (Erkus-ozturk, 2010). Tourism governance, according to previous research, requires an all-encompassing view of societal factors like citizen participation and stakeholder collaboration (Bichler, 2019).

It has been demonstrated at the institutional level that networks significantly contribute to tourism governance (Beaumont and Dredge, 2010), and that public awareness and cooperation are crucial components of tourism destinations (Keyim, 2016).

However, much of the literature on governance has focused on economic indicators, which calls attention to the need for more investigation into the social factors that shape tourism governance. In addition, studies of public awareness processes in the tourism industry have been conducted without examining the factors that serve as foundations for those processes (Selin, 2017). The travel industry is seen as a jumble of separate but related service providers. Additionally, there is interaction between formal and informal governance arrangements at the final destination. Destination management organizations are characterized by formal governance arrangements, whereas tourism and hospitality businesses are often driven by socially informed governance due to family-related dynamics and regional embeddedness (Beritelli *et al.*, 2007).

Destination governance typically go through three distinct phases: preparation, implementation, and crisis management (Gill and Williams, 2011). In addition, as tourism has seen declining support, the initial focus of governance as a government issue has shifted to make destinations more integrative (Strobi and Peter, 2013). The ability of the public to create new processes that lead to new ways of working, new structural arrangements, and integration of the members into a new whole is crucial to the success of good governance, which depends on the achievement of innovative solutions (Mandell, 2017).

The term "collaborative governance" can be understood in a variety of ways, depending on the field of study. Since previous contributions to collaborative governance have not addressed the context of public awareness or community-oriented destinations with established management bodies like destination management organizations (DMOs), this highlights the need for more research on the impact of stakeholder configurations on collaborative governance (Keyim, 2017).

The cooperative viewpoint on leadership was first presented by (Petre,2020). The importance of public managers is emphasized, and cooperation, coordination, and collaboration are singled out as key takeaways from his analysis of collaborative governance. However, concerns remain because the institutional architecture varies between locations, and non-state actors may end up being more significant than state administrators. With reference to the model developed by Ansell and Gash, (2017) emphasized the significance of governance and leadership for collaborative approaches. Coalitions are more likely to succeed when led by a strong central figure, as demonstrated by the research of Hanleybrown al. (2012) using the concept of backbone organizations (Selin, 2017). It looks like a good idea to investigate the various functions of leadership in well-known, widely known, and community-focused locations. Bichler (2019), an author of a recent review on tourism governance, argued that more study was needed to fully understand the effects of different governance settings and the many hats actors wear (e.g., destination managers and policymakers). Ansell and Gash's (2017) collaboration governance model, which is both structured and empirically driven, offers a useful guiding framework for future research into governance, entrepreneurship, and institutional contexts (Figure 3).

The goal of a governance model known as "collaboration" is to unite traditionally separate groups of people into a single, consensus-driven decision-making mechanism (Ansell and Gash, 2017). Beginning conditions for the collaborative framework include power-resource imbalances, incentives for and constraints on participation, and a cooperative or conflicted past. Beginning conditions like authority (Slocum and Everett, 2014), engagement (Khazaei *et al.*, 2015, Lin, and Simmons, 2017), and friction (or harmony) have been central to studies of tourism (Beritelli, and Bieger, 2014; Pechlaner and Volgger, 2012).

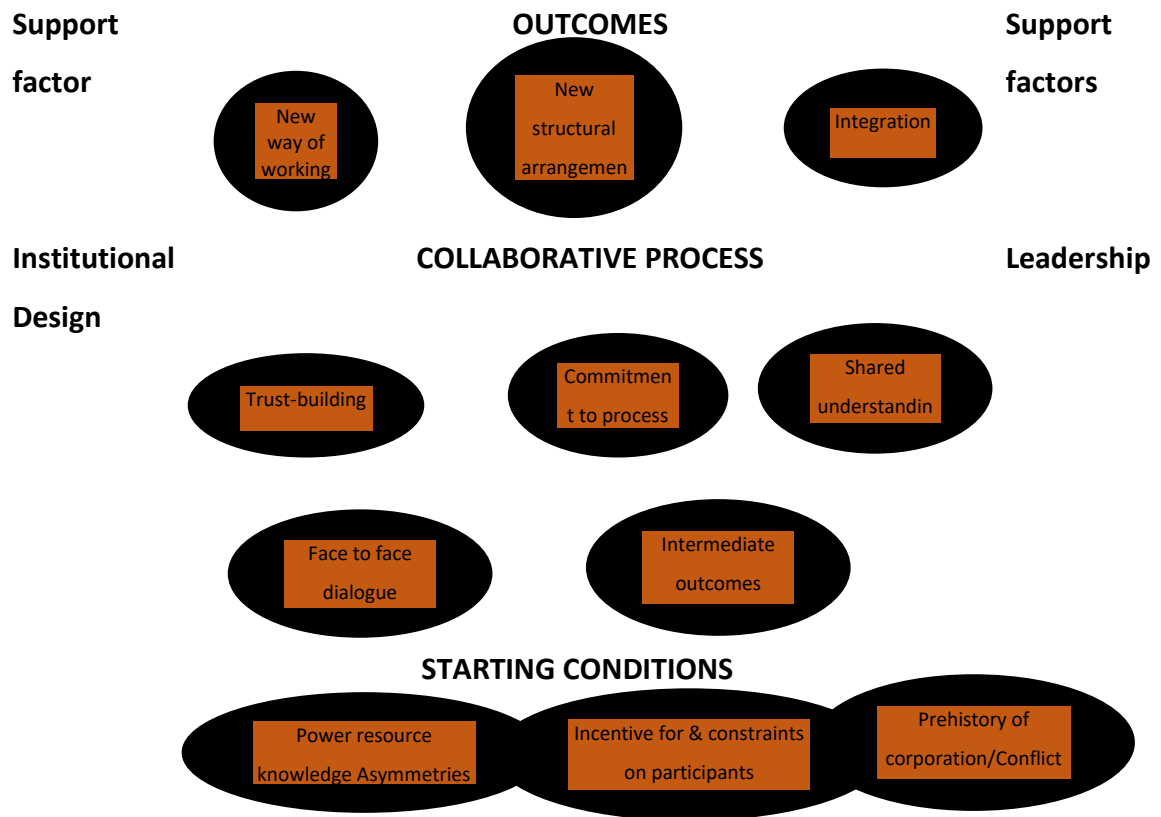


Figure 3. Model of collaborative governance

Source: Adapted from Ansell and Gash (2017) and Mand (2017).

Building relationships, sticking to the plan, agreeing on an end goal, discussing progress, and talking face-to-face are all examples of collaborative processes (Ansell and Gash, 2017). The ability to achieve a deep collaborative governance is also influenced by leadership and institutional design. For instance, leadership is often shared among a group of individuals in the tourism industry, according to previous research (Beritelli and Bieger, 2014; Fung, 2015; Pechlaner *et al.*, 2014). Therefore, leaders like local entrepreneurs and representatives who influence core services, strategic orientation, and innovation capability (Koh, 2003) play a pivotal role in the interplay between tourists, business owners, and government agencies and institutions (Pechlaner *et al.*, 2014; Selin, 2017). They have a commitment to influencing a field of practice or policy, and they shape the environment through their shared interests and shared commitments (Hopp and Reinelt, 2010).

Leaders have a pivotal role in determining how information is disseminated, what policies and strategies are adopted, and what programmes and initiatives are put into action.

Furthermore, studies have shown that networks help leaders find consensus on issues they care about, rally followers, and have a say in how funds are spent (Beritelli *et al.*, 2013; Hopp and Reinelt, 2010). The promise of a network perspective lies in the fact that it brings together leaders with similar interests and a determination to affect change in both practice and policy (Strobi and Peter, 2013; Zehrer *et al.*, 2017) The ability to pool resources, achieve consensus, and exert influence are all aided by networks (Beritelli and Bieger, 2014; Strobi and Peter, 2013).

It was acknowledged by Ansell and Gash (2017) that the institutional design influences collaborative processes. Keyim (2016) said that understands institutional design as basic protocols and ground rules for collaboration. Nevertheless, in the tourism industry, this term has a much broader meaning. Local, state, and federal governments, as well as regional and national tourism organizations, are all vital players in the tourism industry. Ansell and Gash (2017) argue that in order to be effective, institutions must be accessible to all, encourage and facilitate citizen participation, and demonstrate openness to new ideas and input. These standards can be threatened by the disappearance or reorganization of institutions and by shifts in responsibility (Nordin *et al.*, 2019).

2.4 Resilient Based Governance and Institutional Resilience

The term "resilient-based governance" refers to a process of coordinating multiple actors, each of which is autonomous from the state and operates at a different level in response to changes that have already occurred or are anticipated. Zeghni (2015) demonstrates that destinations have multiple tiers of administration. Networks connecting stakeholders across multiple organizational levels are essential to adaptive governance because it is based on embedded polycentric institutional arrangements. Additionally, it is dependent on adaptive destination co-management, which is a collaborative, adaptable, and learning-based strategy. Better outcomes may be attained in a volatile setting by means of such a governance process than by means of decentralized, centralized, or hierarchical systems of governance (Innerhofer and Pechlaner, 2018).

Resilience is used by reactive capabilities as they pursue destination management and normalize the unacceptable. They are short-term and are dependent on the destination's resistance and its ability to self-organize. To guarantee the success of the destination's

sustainable transition, proactive capabilities are part of a deep political renewal. In the long run, it allows for the reduction of losses and damages caused by major disruptions. In addition, disruptions provide fresh chances to fortify the goal via learning. When the methods of adjusting are refined, the target can opt for a different course of action or take precautions against potential disasters. But the mechanism of resilience relies on the simultaneous activation of learning and adaptive capabilities to develop and enhance its structures over time. Change and stability, adaptation and design, hierarchy and self-organization are all factors that must be taken into account when developing a multilevel governance system for a resilient destination. In a complex world, more adaptable forms of governance, like network governance, public-private partnerships, and self-organization, tend to perform better.

The new models of destination administration are based on decentralization, self-regulation, and participatory deliberation techniques. The "adaptive, deliberative, and reflexive governance" model can be added (Zeghni, 2015). The goal of adaptive governance is capacity building, with an emphasis on social learning and the use of past experience as a foundation. According to Prayag, (2020) assert that it is a process of destination development that is adaptive, collaborative, and learning-based, and it relies on the self-organization and self-enforcement of networks of the stakeholders involved. The term "reflexive governance" is used to describe the challenge of directing social progress in consideration of the way in which our ways of thinking and behaving in relation to an object of steering also impact the subject and its capacity for steering. That is why it is important to practice reflexive governance, which entails questioning the concepts, practices, and institutions that govern the development of societies and coming up with new ways to govern them. An effective destination governance system in today's complex world needs to take into account the many different types of actors, networks, spaces, and scales at play there. The significance of various political histories and cultures must be taken into account.

The scholarly literature demonstrates the need for a new type of governance better suited to complexity. Studies have revealed numerous challenges associated with implementing adaptive governance (Innerhofer *et al.*, 2018; Oteros-Rozas *et al.*, 2015). Nevertheless, we think that adaptive governance is a cutting-edge approach to constructing a resilient destination, even if it is more theoretical than practical. It would be implemented experimentally, if at all (Simmie and Martin, 2010).

To deal with uncertainty and sudden change, Dzigbede *et al.* (2020) emphasized the importance of extensive stakeholder participation, cross-scale institutional linkages, and long-term planning in such governance. Since adaptive governance is an ongoing procedure, there is often a significant chasm between theory and practice, which is especially problematic when people's personal interests are at stake (Riensch *et al.*, 2019).

Destinations that have built and achieved resilience are better able to attract visitors from far and wide, to adapt to change, to foster creativity, and to chart a course towards revitalization. The resilience of a tourist destination depends on the preparedness, anticipation, and responsiveness of its various stakeholders in the face of adversity. It is both a decentralized operation and a group effort. Multiple solutions can be found through the decentralized process, and adaptability in building the necessary capacity is ensured by a group response.

It is generally agreed that an institution's ability to bounce back from adversity is the result of a positive feedback loop between its various components. It is a result of the efficiency of institutions (or the ability to deliver and enhance results over time). This, in turn, fosters trust, legitimacy, and credibility, all of which serve as resiliency wellsprings that fortify an institution's capacities (Barma, Huybens and Vinuela, 2014). The evolution of an institution, its inclusiveness or exclusivity, and its trust norms and networks all contribute to its resilience, making it more than mere absorptive capacity or speed of recovery (Aligicia and Tarko, 2014). Flexible and polycentric institutional processes are necessary for innovation and creative socio-cultural adaptations, which in turn are underpinned and generated by state-society relations and expectations (Aligicia and Tarko, 2014).

However, fostering institutional resilience requires more than merely enhancing the efficiency, transparency, and inclusiveness of institutions. It is a critical goal of development, particularly given that Covid-19 may not be an isolated incident, and that other health crises, climate shocks, and digital disruptions could emerge in the future (Sitaraman, 2020).

Four commonly accepted approaches to institutional development can effectively strengthen institutions. These approaches, derived from the literature and extensive practical experience, are summarized in Table 1.

Table 1: Fostering institutional resilience

Identify and leverage domestic sources of resilience	<p>Endogenous resilience can be developed through repeated crisis exposure. Instead of building from scratch, development partners should look for and strengthen pre-existing sources of resilience.</p> <p>During the 2014 Ebola outbreak in Nigeria, the country was able to mount an effective, community-led response (based on community-based surveillance teams) to the same resilient community networks that were crucial to survival and protection during the country's 13-year civil conflict. The response from Nigeria's development actors was then constructed around these mechanisms. In other words, local sources of resilience should be cultivated and strengthened wherever they appear.</p>
Build on what already exists, replicating and scaling-up what works	<p>Pockets of effectiveness, or instances of positive deviance, can be found by scanning the local context and then being replicated and scaled up for use in other situations. These are likely to last longer and have greater long-term impact than solutions brought in from elsewhere. Community-based health workers in Timor-Leste kept providing primary care to IDPs and villagers even after the country's Ministry of Health was shut down and 75 percent of its infrastructure was destroyed in the country's post-independence crisis. These pre-existing mechanisms were utilised by the newly appointed health minister to form the basis for new community health protocols in Timor-Leste, resulting in what is widely regarded as the country's premier public service (Barma, Huybens and Vinuela, 2014).</p>
Adopt local social norms and values where feasible	<p>Thus, cultural norms are long-lasting and typically aim to address issues faced by the group as a whole. The Ministry of Social Solidarity in Timor-Leste utilised local norms and practises for dispute resolution and community reconciliation after a post-independence crisis displaced tens of thousands of people within the country. As a result, the ministry was able to successfully reintegrate some 150,000 people who had been displaced during the crisis in a time frame of 9 to 12 months (Barma, Huybens and Vinuela, 2014). Maluku Province in eastern Indonesia is another example; there, a locally defined set of rules and regulations known as Sasi Sasi has been in place to manage natural resources for over 400 years. It has a solid foundation in customary law and the local culture, and it functions effectively.</p>
Take advantage of institutions' social capital'	<p>Institutions that invest in their constituents and earn their trust are better able to withstand external threats. This suggests that development actors should take into account an institution's legitimacy or credibility as a result of its role in mediating state-society relations in addition to its functioning as an end in itself. Long-term support from a Canadian NGO after the 2010 Haiti earthquake enabled a local co-operative bank to keep operating in the face of institutional collapse, thanks to the cumulative effects of long-term political, technical, and cultural institutional development and engagement (Cruz <i>et al.</i>, 2016). Eastern Congo's Ebola outbreak in 2018–19 was severely hampered by the Democratic Republic of the Congo's total lack of social capital of institutions (Dionne and Seay, 2019).</p>

Source: Own Elaboration (inspired by Andrews, Pritchett, and Woolcock, 2017; Barma, Huybens, and Vinuela, 2014).

2.5 The Role of Technology Orientation

"Digitalization acted as a hedge during the pandemic," wrote Al-Omouh *et al.* (2020) in their empirical analysis of the impacts of Covid-19 on tourism resilience. They noted that "firms using Information and Communication Technologies (ICT) may be able to cope with tourism shocks more flexibly through easier reorganization of their production processes." Additionally, Giotopoulos *et al.* (2022) argued that technology orientation and innovation may have enhanced companies' responses to the pandemic. However, the question remains: is a firm's technological orientation (TO) alone sufficient to ensure successful outcomes in the face of rapid environmental shifts and crises?

The tragic Covid-19 pandemic is the most recent and extreme example of disruptive change, highlighting the critical need for immediate implementation of efficient and effective strategies to address these threats on a global scale. Since the pandemic has had such a significant impact on business and consumer habits (Rehman *et al.*, 2021), it is clear that there is an urgent need for transversal resilience-based capabilities to deal with disruptive changes (Alomouh *et al.*, 2020; Floetgen *et al.*, 2021; Sakurai and Chughtai, 2020).

Economic development and structural change in Africa, and particularly in Nigeria, are quite connected with digitalisation. In fact, the growing qualification of population, the demographic dynamics with increasing youth, and emergence of a vibrant ICT ecosystem in many African cities, makes the digital transformation an ongoing powerful process in the continent with several success stories, (Lopes and Kararach, 2019).

Several studies have found that technologies like the internet of things and big data are positively affecting firm innovation by empowering companies with agile solutions and by helping managers make more informed decisions (Blazquez and Domenech, 2018; Bresciani *et al.*, 2018). Nevertheless, many transformation projects fail to produce the expected results, according to several studies (Abood *et al.*, 2017).

The lack of a coherent plan for their transformed business makes it difficult for managers to fully grasp the implications of digitization (Kiron *et al.*, 2016). Therefore, while struggling organisations focus on the short-term adoption of various technologies, successful firms have a clear and gradually implemented strategy that guides their transformation (Kane, 2017). Thus, while early research primarily explored resilience as a means of responding to external threats and shocks that necessitated adaptive responses, more recent research has shifted its focus inward to analyse resilience from an internal

perspective as a means of protecting against such shocks (Khlystova *et al.*, 2022; Linnenluecke, 2017).

Resilience can be utilised either retroactively or prospectively (Sitaraman, 2020). Ex ante resilience necessitates a continuous process of sensing changes and launching organisational reactions beforehand to take advantage of them, while ex post resilience proposes applying adaptive backward-oriented initiatives to return to previously established structures and processes (Burnard and Bhamra, 2011). This contrasts with the widely ignored alternative of returning to a pre-shock state that is vulnerable to the initial shock (Sakurai and Chughtai, 2020; Floetgen *et al.*, 2021). In addition, recent studies have shown that studying the role of technology orientation in tourism resilience in the face of Covid-19 shocks is essential (Paoloni *et al.*, 2021). To sum up, a focus on technology has a beneficial effect on the resilience of the tourism industry.

Particular attention was paid to how a company's tech orientation influences its propensity to adopt new technologies (Srinivasan *et al.*, 2020). Several relationships, such as the one between CEOs' transformational leadership and corporate entrepreneurship (Chen *et al.*, 2014) and the one between organizational culture and healthcare supply chain resilience, have been the focus of recent research (Mandal, 2017).

Chen and Lien (2013) conducted an in-depth analysis of the impact of technological opportunism on business outcomes, such as the success of new product launches, ROI, sales growth, market share, and profitability. On the other hand, Sarkees (2011) looked at financial metrics like sales and profits to gauge a company's health. However, it has become increasingly clear in the literature on strategy and organization that competitive advantage in the conventional sense is not sufficient to ensure a company's long-term viability and success (Bhattacharjee, 2012).

Organizational logics that extend beyond linear planning and conventional management techniques are necessary for gaining and retaining a competitive edge in today's uncertain business climate (Paoloni *et al.*, 2021; Ferraro *et al.*, 2015). It necessitates the capacity to overcome external shocks and swiftly adapt to technological and market changes, as well as the ability to update an organization continuously without compromising efficiency (Linnenluecke, 2017). The spread of the Covid-19 virus triggered a crisis that called for prompt, well-thought-out strategic decisions in the face of unforeseen obstacles (Kraus *et al.*, 2020). Therefore, strategic management primarily focuses on how businesses can be versatile and rapidly adjust to novel concepts, technologies, socioeconomic factors, and shifting cultural norms and values. Previous research has shown that when companies are

receptive to new technologies, they are better able to create adaptable organizational structures that promote innovation and mitigate disruptions (Mandal, 2017).

For this reason, the concept of technology orientation has gained traction in the fields of strategy and innovation studies (Bullini- Orlandi *et al.*, 2020) as a means of explaining the pressing need for the tourism industry to take advantage of technological advancements in order to improve performance. Tourism businesses are tasked with building strategies and achieving resilience in order to weather the inevitable upheaval brought on by visitors, new technologies, and unforeseen events (Kane, 2017). Systemic changes to the way the tourism industry organises and develops its workforces and cultivates its ethos, as well as broader strategic planning horizons, the expansion of pilot digital projects into company-wide initiatives with real-world impact, the cultivation of innovative cultures, the cultivation of talent, and the recruitment of leaders with a long-term commitment to the tourism industry are all required (Kane, 2017). When companies have a weak focus on technology, these guidelines don't seem to apply. As a matter of fact, a number of indicators of higher levels of technology orientation are expected to positively influence tourism resilience, including openness to new ideas, a propensity to adopt technologies, substantial investments in R&D, and the use of sophisticated technologies in tourism resilience expected to positively influence corporate performance (Westerman *et al.*, 2014). According to Ambulkar *et al.* (2021) said that Covid19 has sped up the already rapid pace of change in the tourism industry, including the widespread adoption of IT to streamline business operations (Kraus *et al.*, 2020). According to Ambulkar *et al.* (2021)said that vested external interests, nostalgia, and employer opportunism, as well as negative effects on employee well-being that undermine productivity, work-life balance, and future of work may also act as barriers to the widespread adoption of new technologies.

2.6 Summary of the Chapter

Tourism is a vital sector of the global economy, generating employment, earning foreign exchange, and fostering development. However, it has been particularly hard hit by the Covid-19 pandemic. To address these challenges, it is essential to adopt a transformative approach that places sustainability and resilience at the heart of tourism, emphasizing the importance of good governance and technology orientation.

Chapter 3 – Methodology

3.1 Methodological Design

In this chapter, the various methodological approaches used in this dissertation are outlined.

The research process is broken down into individual phases, with each phase described, including the data collection, analysis, and coding techniques applied.

The theoretical section of this dissertation draws on a wide range of secondary sources, both domestic and international, including literature, journal articles, newspapers, reports, and websites accessible online. It relied heavily on document analysis and literature research to gather data and draw conclusions about the topics under consideration.

For the empirical part, the study employs an exploratory and qualitative approach. This dissertation is exploratory as it focuses on new avenues of inquiry and seeks to clarify the nature and extent of the issue being studied. Despite its drawbacks and criticisms regarding accuracy, the exploratory method is the most appropriate choice at this stage of the research process. Given that we can only assume the existence of the problem we are investigating and aim to predict how it might evolve in the future, an exploratory approach is the best way to proceed (Bhattacharjee, 2012).

The purpose of this research is to lay the groundwork for further investigation of this phenomenon by generating new perspectives on the subject at hand. Interpretative research with an inductive approach is used to build a case study that can serve as the foundation for ongoing investigation. The success of a qualitative study depends heavily on the researcher's familiarity with the cultural setting of the phenomenon under study, as well as their analytical and interpretive skills. Insight and sated curiosity are two benefits of qualitative research. The findings of quantitative studies are typically presented in a numerical format that is aggregated and described in words.

The research strategy is anchored in a case study (Yin, 2009). Case studies are in-depth analyses of specific individuals or communities. Another option for a case study is to look at a specific organization. The design is appropriate because it permits data collection through interview as its instrument, allowing the researcher to investigate the aims of the study. This is a qualitative research method used to understand what visitors' personal encounters with Nigeria's tourism industry can tell us about the country's capacity for

long-term success. Governance and technological orientation as moderators following Covid-19.

The case study method was applied to the five states in Nigeria's Southeast (Imo, Abia, Anbram, Enugu, and Eboyi) in an effort to obtain insights from the stated interviews. Comprehensive inferences about the study site are developed using the case study. These inferences are not generalizable to other such cases, they are specific to the study site, and serve only as inspirational practice for future research along these lines (Bhattacharjee, 2012).

3.2 Research Delimitation and Case Study Approach

Having reviewed the relevant literature on tourism sustainability, resilience, governance, and technology orientation, it is evident that studying these phenomena presents a complex challenge and raises many questions for research.

To formulate the interview questions, we draw upon the key concepts discussed in the first part of this dissertation. These concepts are interconnected, influencing one another in various ways. Specifically, tourism sustainability and resilience are linked to dimensions such as social, institutional, governance, economic, technological, and ecological factors, which serve as the foundation for developing an evolutionary approach to resilience.

The interview explores the following questions.

Is there public awareness about the importance of governance and tourism resilience?

For this, literature was reviewed to provide explanation of connections about the important of governance and tourism resilience. Moreover, literature review is used to delineate the importance of tourism resilience and the outcomes are graphically illustrated.

How do institutions handle tourism governance in the Southeast of Nigeria?

The study debates how institutions handle tourism governance in the Southeast from the key stakeholders, in order to derivate conclusions about how to prepare for crisis or

pandemic in the future region by extracting keywords based on co-occurrences using content analysis of the interview session

How has technology orientation change the tourism resilience in the Southeast of Nigeria?

The study explores the existing of technological orientation how it has advances tourism resilience in the region using case study method based on interview as it instruments of data collection. In order to detect the key changes in the tourism resilience we use thematic analysis and coding by extracting keywords based on co-occurrences using content analysis of the twenty (20) participate of the interview session.

Is there a major problem in governance and tourism resilience in the Southeast of Nigeria?

We conclude from our analysis of the available literature and primary sources that issues with governance and tourism resilience have hampered the sector in the region. We use content analysis derived from interview responses to learn more about the root causes of the problem of weak governance and tourism in the Southeast.

Figure 4 illustrates the relationships among the key concepts for developing the empirical part of this dissertation.

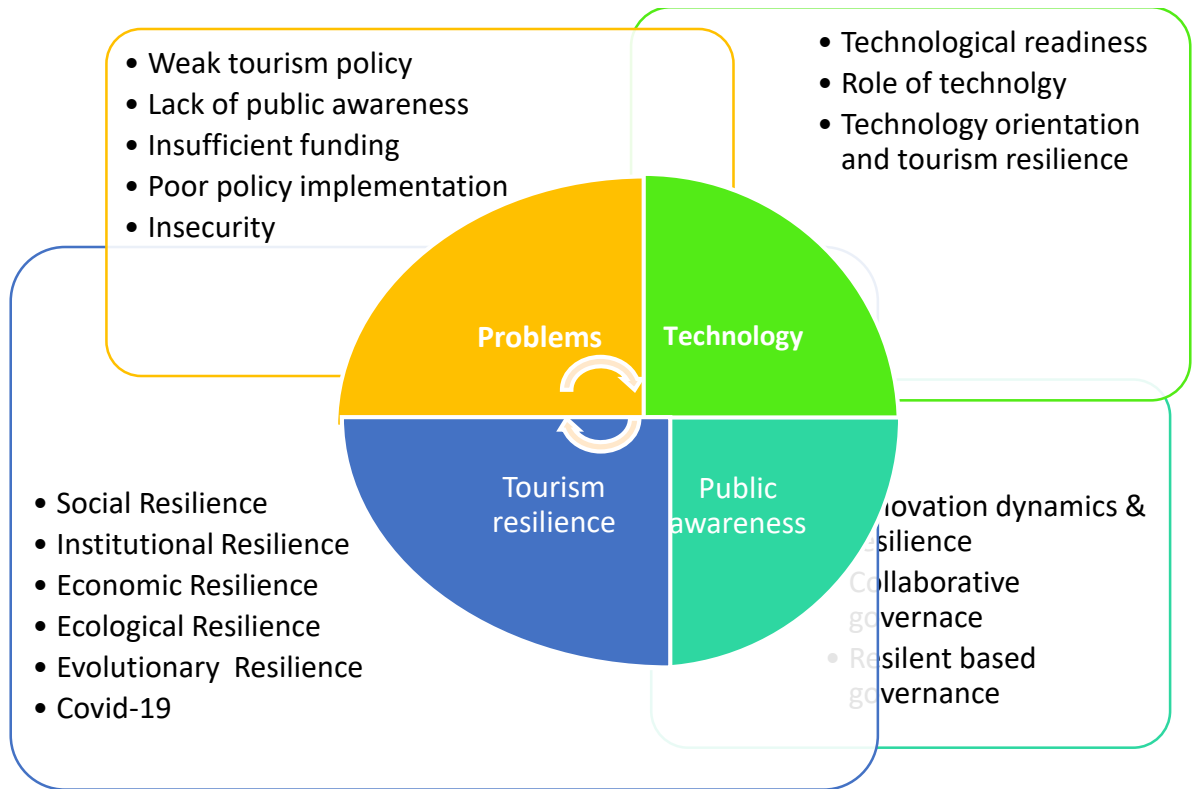


Figure 4: Relations of Key Concepts in the Study
 Source: Own elaboration.

Table 2 and Figure 5 present key aspects for the better comprehension of this dissertation research.

In Table 2, the dissertation's planning matrix is presented, providing expanded descriptions of each research questions and objectives. Specifically, the significance of each objective, the conceptual framework upon which each objective rests, the information and data to be collected, and the research method to be applied are all made clear.

Figure 5 presents the phases of research. In the first steps, we define the scope of our research by sifting through secondary sources of information like newspapers, government reports, and travel guides focusing on the south-eastern territory. Then conducting a literature review, outlining research topics, or defining research boundaries. Then, we moved on to the interview questions definition.

Secondly, in-depth interviews with regional stakeholders were conducted at a tourist hub in the Southeast to collect primary data. Content analysis was used to process the qualitative data. This is a systematic technique for coding symbolic content such as text, or images, found in communication, especially structural features, such as thematic categories (Herring, 2010). Since content analysis can be used to analyse any written or

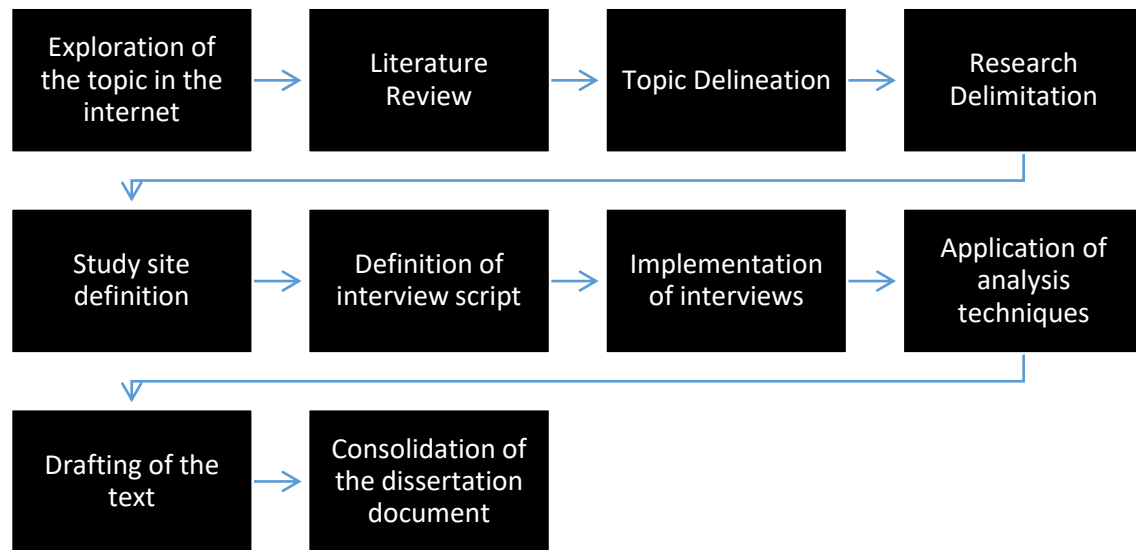
recorded communication, it has found widespread application. There are numerous subcategories of content analysis. In this dissertation, it primarily focuses on relational analysis. As an example, conceptual analysis can be used to find out how often a specific word or phrase is used in the text, while relational analysis can reveal how closely related ideas are (Braun and Clarke, 2022).

Table 2: Planning Matrix for Dissertation

What we want to know – Interview questions	Why you want to know – Objectives	What conceptual framework	What is necessary to collect – Data	What empirical approaches to implement? Methods
Is there awareness about the importance of governance and tourism resilience?	To ascertain level of public awareness about the importance of governance and tourism resilience in Southeast in Nigeria.	To define tourism resilience, tourism crisis, Innovation dynamics, and collaborative governance in tourism.	Secondary data from official statistical offices in tourism industry and stakeholders in Southeast in Nigeria.	Case study research design, Qualitative statistics, Theme Analysis, Interview, Content Analysis
How do institutions handle tourism governance in the Southeast of Nigeria?	To understand how institution, handle tourism governance in Southeast in Nigeria.	Detect the effect of institutional resilience and tourism resilience.		
How has technology orientation change the tourism resilience in the Southeast of Nigeria?	To know the role of technology orientation in Tourism resilience in Southeast in Nigeria.	Themes analysis and content analysis.	Perform interview From key stakeholders	Content Analysis
Is there a major problem in governance and tourism resilience in the Southeast of Nigeria?	To know the challenging facing governances and tourism resilience in Southeast of Nigeria.	We trace the problems in governance and tourism resilience		

Source: Own elaboration, inspired in Maxwell (2013).

Figure 5: Phases of Research



Source: Own elaboration, inspired by Churchill (1979).

3.3 Definition of the Study Site and Strategic Stakeholders

The research focuses on the south-eastern states in Nigeria (Abia, Anambra, Ebonyi, Enugu, and Imo). The researcher conducted a literature review and identified topics related to tourism, including those that are well-known in the fields of travel and tourism, sustainability, resilience, governance, technology orientation. According to research by Peters and Strobl (2015), stakeholders include not only those who have a direct stake in tourism resilience but also those who are indirectly affected by it. Inspired by this study, we identified 30 participants in 5 distinct groups of strategic stakeholders: tourism developers, activists, business associates, tourists and government officials). Twenty representative stakeholders were finally interviewed, four from each of the five states we contacted (with the youngest being 45 and the oldest 78). Saturation was reached after 20 interviews with no new or unexpected information emerging (cf. Table 3 below).

Table 3: List of Implemented Interviews

State	Duration	Age	Sex	Location/venue	Stakeholder
Imo	1h34	56	M	Oguta lake	Employee
Imo	1h	45	F	Rolling Hill of Okigwe	Tourists
Imo	2h30	50	M	Mbari cultural & arts centre	Activists
Imo	1h30	70	M	Nekede Zoo	Tourism Developers
Imo	1h45	65	M	Ngw Natural springs	Government Official
Imo	45min	89	F	Mbari cultural & arts centre	Business Associate
Enugu	1h20	50	M	Sacioid information centre	Employee
Enugu	1h30	78	M	Eslee Garden tourist centre	Tourists
Enugu	1h20	66	F	Ani Ozaua Lake	Government Official
Enugu	1h31	50	M	Nike lake Resort	Business Associate
Enugu	2h	66	M	Udi Hills	Tourism Developers
Anambra	45min	78	M	Ogbunike Cave	Tourists
Anambra	1h14	71	F	Ogba ukwu cave & waterfall	Activists
Anambra	2h	56	M	Awka Museum	Government Official
Anambra	1h10	59	F	Agulu Lake	Employee
Abia	2h	45	F		Employee
Abia	1h	76	M	Arochukwu cave	Tourists
Abia	50min	68	M	Abia state Tourism board	Government Official
Abia	45min	76	M	National war Musuem	Business Associate
Abia	30min	65	M	Amakama wooden caves	Tourism Developers

Source: Own elaboration.

The interviews were held in the workplace between January and February of 2023 and were conducted in the south-eastern states. Confidentiality was guaranteed for all interviewees. The semi-structured script for conducting interviews was formulated based on the research's stated goals. Some balance of location, gender, and types of stakeholders was attempted during the interview implementation phase.

Chapter 4 – Covid-19 and Problems of Tourism Resilience in Nigeria

4.1 Overview of the Study Case

One of Nigeria's most valuable but underinvested industries is tourism, which has a market value of \$50 billion. It has untapped potential worth \$203.7 billion, four times more than any other sector (WHO, 2020). The number of international visitors to Nigeria is projected to reach 77.3 million by the year 2020, a rate of growth of 5.5% per year over the course of the decade. This is significantly higher than the global growth rate of 4.1% (UNWTO, 2020). Compared to the non-renewable oil industry, which at best employs less than 2% of the population, it has the potential to create more jobs per unit of investment.

In 2015, travel and tourism directly accounted globally for 107,833,000 jobs (3.6 percent of total employment), and this number is expected to rise. By 2026, travel and tourism will directly employ 135,884,000 people, representing an annual growth rate of 2.1%. (UNWTO, 2015). In 2015, travel and tourism added \$2,229.8 billion (3.0% of GDP) to the global economy through its direct contributions. This figure was expected to increase. The Nigerian Ministry of Culture and Tourism emphasised recurrently that the national government is dedicated to maximising the potential of the tourism industry as part of its efforts to diversify the economy. The revenue from oil is understood to soon be insufficient to meet the nation's growing needs.

Exploring tourism as a catalyst for economic growth and job creation has resulted in spectacular growth in trade in tourism services worldwide since the 1980s, demonstrating both the sector's uniqueness and resilience in the face of challenges such as wars, political turmoil, natural disasters, terrorist attacks, and economic and energy crises (Napier *et al.*, 2024); UNWTO, 2016). Rural areas that are the hosts of tourist attractions also benefit from tourism in terms of job creation.

The geographical and political region of south-eastern Nigeria is known as the Southeast, and it is one of Nigeria's six geopolitical zones (cf. Figure 6). Abia, Anambra, Ebonyi, Enugu, and Imo are its five constituent states. The region is bounded on the west by the Niger River, the Niger Delta, the North Central Plateau, and the Cross River, and on the south by the Niger River. The southern portion consists of the Cross-Niger transition forests ecoregion, while the northern, drier portion is a mosaic of Guinean forest and

savannah. Culturally, most of the zone is located in Igboland, the traditional homeland of the Igbo people, who make up more than 90% of the region's population.

South-East Nigeria is Nigeria's smallest geopolitical zone, but its oil and natural gas reserves and rapidly expanding industrial sector make a significant contribution to the country's GDP. About 10% of the country's total population resides in the area's 22 million residents. Aba and Enugu are, respectively, the tenth and fourteenth most populous cities in Nigeria and the two most populous in the Southeast. Other major cities in the regions of Southeast include Onitsha, Umuahia, Owerri, Nnewi, Awka, and Abakaliki, in descending order of population (Ukpabi *et al.*, 2021).

Figure 6: Map of Southeast Region.



Source: Nicholas *et al.* (2021).

More than twenty million people live in the area's eighty-five local Government areas, and the region is home to about ten major cities. The agricultural sector is not the only source of income. In addition to being a hub for commerce and trade, the area is home to

a number of small and medium-sized indigenous industries that produce both tangible and intangible goods (Fajarika *et al.*, 2024). Yam, cassava, rice, cocoyam, among other, are the main agricultural products in the area. Crude oil, natural gas, bauxite, iron ore, sand stone, lignite, clay, coal, tin, and columbite are just some of the natural resources and minerals that can be found in this area (*ibidem*).

This dissertation focuses on the five south-eastern states most popular among tourists: Abia, Anambra, Ebonyi, Enugu, and Imo. These areas can be found in south-eastern Nigeria, close to the country's primary tourist hubs. Institutions, governments, innovators, and supporting organizations abound in these areas.

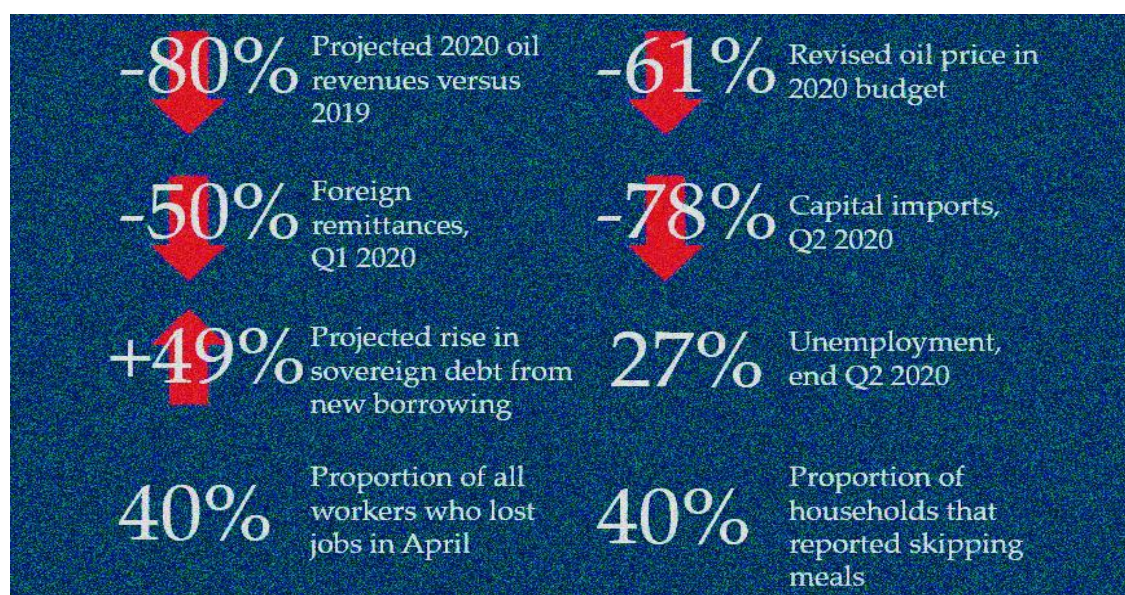
We conducted the interviews with a wide range of stakeholders—from travel industry professionals to government officials to regular citizens interested in learning more about tourism—to gather information about the key concepts focused in the study in key sites. Oguta Lake, Rolling Hill of Okigwe, Mbari Cultural and Art Centre, Nekede Zoo, Ngw Natural Spring, Eslee Garden Tourist Centre, Ani Ozaua Lake, Nike Lake Resort, Udi Hills, Ogbunike Cave, Ogba Ukwu Cave and Waterfall, Awka Museum, Agulu Lake, Arochukwu Cave, Abai State Tourism Board, National Museum, Amakama Wooden Caves, and the Am are sites of critical importance on a national scale as tourist destinations due to their high combined weighted potentials for tourism activities.

4.2 COVID-19 Pandemic in Nigeria

More than 32 million people were pushed into extreme poverty as a result of the global impact of the Covid1-9 pandemic, and it will take a third of the world's countries at least five years to recover to their 2019 levels of GDP per capita (UNWTO, 2020). Since the first reports of the Covid-19 pandemic, the Nigerian government, travel agencies, the media, and other experts have all been cautioned about the spread of the virus. Travel restrictions have had a devastating effect on the tourism industry, with the World Travel and Tourism Council (WTTC) estimating a 72% drop in international tourists in the first half of 2020 as a direct result of the pandemic (Gössling *et al.*, 2020).

The figure 7 below depicts the economic effects of the coronavirus pandemic in Nigeria.

Figure 7: Economic impact of Coronavirus pandemic



Source: Summary of Online Information available from Reuters, Nigerian legislation, The Economist, Nigeria MTEF, Nigeria Federal Debt Management Office and Premium Times

The first quarter of 2020 saw a drop of 50% in foreign remittances and the second quarter of 2020 saw a drop of 78% in capital imports. These numbers indicate that Nigeria's economy has been severely impacted by the drop in oil prices. Another +49% increase in sovereign debt due to new borrowing was predicted, leading to 27% unemployment by the end of Q2 2020. A similar percentage of households reported going hungry in April, and 40% of workers lost their jobs in that month. The spread of the Covid-19 virus has caused a global crisis unlike any seen since the end of World War II.

Furthermore, Nigeria is not alone in facing unprecedented challenges as a result of the global Covid-19 pandemic. It is expected that the poverty, economic inequality, food insecurity, and high death rate in the different states of Nigeria may continue to rise as a result of the combination of higher transaction costs for trade of essential goods and continued currency devaluation, following the global decline of oil prices.

Based in the official records of the Nigeria Centre for Disease Control and Prevention, until 10th April 2023, 266,665 cases were confirmed in the country, 259,951 cases have been discharged and 3,155 deaths were recorded among 36 states and the Federal Capital Territory. Recent studies highlight the geographical spread of the virus, showing that the

Lagos was the hotspot (Cadmus *et al.*, 2024),but Southeast states were the ones with highest prevalence of Covid-19 (Moroh *et al.*, 2023).¹

Recovery from the economic shock has been slow despite the easing of containment measures and the resumption of operations by some formal and informal businesses (Jomo, and Chowdhury, 2020). Nigeria is currently experiencing poverty and food insecurity as a result of major structural causes that have not been addressed by the Food and Agricultural Organization of Nigeria's (Covid-19) investment in medium and long term intervention; however, as a result of the intervention, chronic vulnerabilities have reduced their risk to the system (Jomo, and Chowdhury, 2020).

4.3 Governance Problems and Tourism Resilience in Nigeria

However, there are different and resolvable issues that affect tourism industry in which those in authority are yet to address appropriately in Nigeria (Ibeto and Kehinde, 2021).

- **Inadequate infrastructure**

Nigeria requires infrastructures, such as roads, constant electricity, pipe and portable water, constant communications supplies, good health facilities and other social forces that are prerequisites for better tourism. Most tourist centres are suffering from scarcity of these social infrastructures while those that have them are operating at very exorbitant costs; thereby, discouraging tourism and tourists' patronage.

- **Lack of awareness among the local communities**

Some of the local communities in Nigeria where some of the tourist attractions are located are still unaware of the importance of tourism and its benefits to them, the government and the tourists (existing and potential). To them, they are the 'things' created by God and nothing more and as such, could do little or nothing to develop and promote them for their own benefits or partner with those investors who may be willing to do so. To some of the communities, such "natural centres" are forbidden to be touched or seen by outsiders or females as they are regarded as spirits, shrines, sacred places and events and should only be respected. Tradition and cultural ideologies or beliefs are, therefore, anti-development to tourism in Nigeria.

¹ For the progression of Covid-19 numbers cf. <https://covid19.ncdc.gov.ng/progression/>

- **Negative international image of Nigeria**

When both visitors and potential financial backers of the industry are welcomed, tourism flourishes. Unfortunately, Nigeria's reputation abroad continues to decline rapidly as a result of ongoing security incidents. Militants in the Niger Delta are one example of a group responsible for an insurgency, but Boko Haram and other criminal groups also contribute to waves of violence across the country. Many tourists and potential investors in the tourism industry are avoiding the country due to its ongoing religious crises, ethnic or community conflicts, crises, and violence, and erratic government policies and regulations. Corruption, fraud ("419" cases), armed robbery attacks, and random police and security checkpoints with varying degrees of bribery and molestation of visitors and tourists are additional roadblocks to investment (Gheorghe, Nistoreanu and Tudorache, 2014).

Another major issue affecting Nigeria's image is the lack of professional involvement in policymaking. This includes both the people whose interests are represented in the policymaking process and the experts in the field.

The processes of policymaking, planning, implementation, and monitoring, as well as tourism governance, are often overlooked but pose serious challenges to the growth of the tourism industry in Nigeria. In developing countries like Nigeria, where inaccurate planning and implementation, a lack of qualified personnel, and insufficient financing are frequently found, tourism policies are frequently confronted with many challenges. For a policy to be feasible, the policymaking process typically necessitates a well-defined framework and detailed guidelines, as well as adequate funding (Airey and Chong, 2011). The ineffectiveness of Nigeria's tourism staff is due, in large part, to the fact that few people working towards the goals of the tourism policy have formal training in the sector (Akingbogun, 2013).

4.4 Desk Research

After the literature review, mainly centred in the conceptual framing of the study, we explored a series of scientific production particularly useful for informing about tourism, crises management and developing economies. These are summarised below to help to better frame our case study of tourism in Nigeria within the context of a changing world. One such study by Mihai (2021) examined the effects of crises on the competitiveness and performance of the tourism industry. It highlights that, due to its unique characteristics, the tourism sector is among the most vulnerable to the impacts of various crises. Janet (2010) applied the resilience cycle to Asian tourism, drawing on studies of World Heritage Sites, grassroots tourism, and post-tsunami revitalization. Factors underlying resilient systems are identified and formed into a model called "the Sphere of Tourism Resilience." The population of this study consisted of people involved in the industry in Southeast Asia. The study found that the term "sustainability" has become increasingly popular over the past three decades and is now ingrained in the work of governments, businesses, and civil society organizations around the world. Despite this, many people remain confused about how to help expanding populations raise their living standards without depleting the planet's finite supply of natural resources.

Another recent study that brings institutional theory to the forefront of tourism research as a viable, developing theory with application to the study of tourism was conducted by Falaster *et al.* (2017) found that institutional theory is still underutilized in tourism studies, creating a set of hypotheses outlining how a destination's image aligns with the visitor and resident expectations. Legitimization, isomorphism, hybridization, and categorization are key institutional processes that impact how locations present themselves.

As a result of the Covid-19 crisis, discussions about the capabilities, roles, and proper authority of governments and public institutions gained momentum. The delicate balancing act between doing what needs to be done and losing face is a major topic of these debates. The literature provides an overarching overview of the readiness of various political or administrative contexts to respond swiftly and effectively to the crisis. Comparing countries with seemingly similar administrative contexts (Nigeria, Switzerland, the United Kingdom, to name a few) reveals significant differences (Gaskell and Stoker 2020). At the national level (Zakaria 2020) and the subnational level, the quality of governance was linked with the ability to manage the healthcare crisis.

Management of the crisis was affected by the quality of intergovernmental relations and between different levels of governance (Gaskell and Stoker 2020). Institutional responses to the pandemic were influenced on multiple occasions by political opportunism, where national leaders used the pandemic to seize resources from the opposition and consolidate power (Coman and Volintiru 2021).

In Western democracies, crisis management led to higher public support for incumbent governments, in contrast to the widespread outrage over the centralization of power that was seen in Eastern Nigeria (Rapeli and Saikkonen 2020). In the meantime, a growing body of work on resilience emerged, with a focus on corporate settings. The term "economic resilience" describes a country's capacity to bounce back from both positive and negative exogenous shocks, as a result of deliberate policymaking. The private sector took the brunt of Covid-19's effects, with stock markets worldwide plunging by double digits during the pandemic's first year and unemployment rates skyrocketing. The International Monetary Fund predicted a global economic decline of 4.4%, on par with that of the 2008 financial crisis. There was a disproportionate impact on the travel and hospitality industries due to the restrictions. Manufacturing companies in sectors like automotive production experienced severe shortages of key components as a result of disruptions in global chains of production.

In contrast, the spread of digitalization has aided the development of many new types of businesses (e.g., retail companies, ICT platforms). Resilience in business, like resilience in society, is the capacity to endure and recover from adversity. Previous studies have attempted to describe the procedures involved in resilience by using the term "robust transformation" which encompasses the capacities to both adapt and transform a business in order to continue operations (Rose, 2017). Organizational and environmental factors that helped businesses recover in disaster-stricken areas with heavy tourist traffic were found to play a role in building business resilience (Luthe and Wyss, 2014; Orchiston *et al.*, 2013).

One of the key dimensions of institutional resilience is the extent to which it allocates resources to prepare for a potential crisis due to intrinsic factors like vulnerabilities derived from the field of activity (for example, healthcare) and for agency factors like risk management strategies. Most research shows that an organization's ability to weather a crisis is greatly influenced by whether or not it had a sustainable business model going into it (Khan *et al.*, 2018). More recent work in the realm of private businesses (Miceli *et al.*, 2021) has contributed specifically to the Covid-19 context, while also addressing

global supply chain issues (Aldrighetti *et al.*, 2021; Ivanov, 2020). Supply chain network design models that are resilient to disruptions, or even healthcare institutions, can be expensive (Suresh *et al.*, 2021). Speed of response in a crisis context (e.g., emergency measures) and adaptability in the face of uncertainty and prolonged challenges are both aspects of an institution's agility, which is another dimension of resilience (e.g., remote work). It is possible that some institutions are better able to respond quickly because of their streamlined operations or centralized decision-making, while others demonstrate institutional resilience through bold moves made in the face of adversity.

In addition, studies on environmental interdependencies or shared vulnerabilities have shaped the institutional robustness dimension. Since Covid-19 demonstrated that even nimble organisations can encounter limitations in their business model (for example, in the tourism industry) or well-prepared public institutions can encounter unexpected external threats (for example, a lack of medical supplies), we contend that the degree to which an organisation is robust is essentially a distinguishing dimension of institutional resilience (e.g., trust, legitimacy, budgetary capacity)

Furthermore, Adim (2020) investigated the technological prowess and organizational robustness of hotels in Port Harcourt, Rivers State, Nigeria. This revealed that, the Covid-19 pandemic has disrupted the functioning as well as survival of hotels. There was a virtual standstill in the hospitality industry due to the Lockdown policy implemented by most countries during the -19 crisis; only hotels with technological capabilities could emerge unharmed. Twenty hotels in Port Harcourt were selected for this cross-sectional study of 166 managers, supervisors, and unit heads. Results back up the hypothesis that hotels in Port Harcourt's technological prowess have a direct impact on the success of their businesses. As a result, the research concludes that hotels in Port Harcourt can thank their technological prowess for their continued success. After the pandemic, technology is expected to drive business processes with minimal human interface, so the study suggests hotel management invest heavily in building their technological capability.

Chapter 5 - Perspectives of Strategic Stakeholders

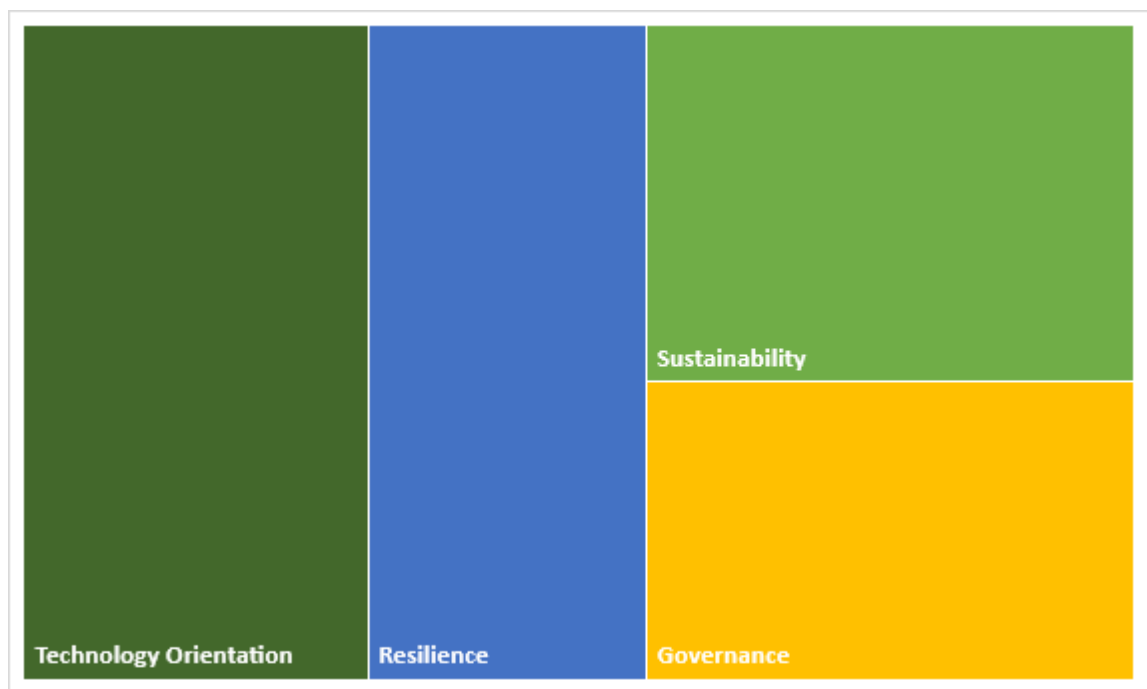
5.1 Main Results

This chapter presents and discusses results of the interview session of 20 representative stakeholders from the five states in the southeast region of Nigeria. It is divided into two main parts. Firstly, results obtained from the interview analysis and coding. Secondly, we develop the thematic analysis based on results from the interviews.

Using the content analysis, we counted the number of mentions of the four main concepts used. This was done using the twenty (20) interview transcriptions. The semi-structured script had one dedicated questions to each one. The technology orientation represented the most underlined dimension (31%), followed by resilience and sustainability (25 and 24% respectively) and a relatively minor attention to governance (20%) in coded mentions (Figure 8).

Several sub-categories were important to the region's tourism resilience, such as familiarity with the area's cultural and historical heritage, familiarity with local traditions, and a very good score in accommodation capacities and rural tourism.

Figure 8: Treemap with key concepts in the study, (percentage of coded mentions)

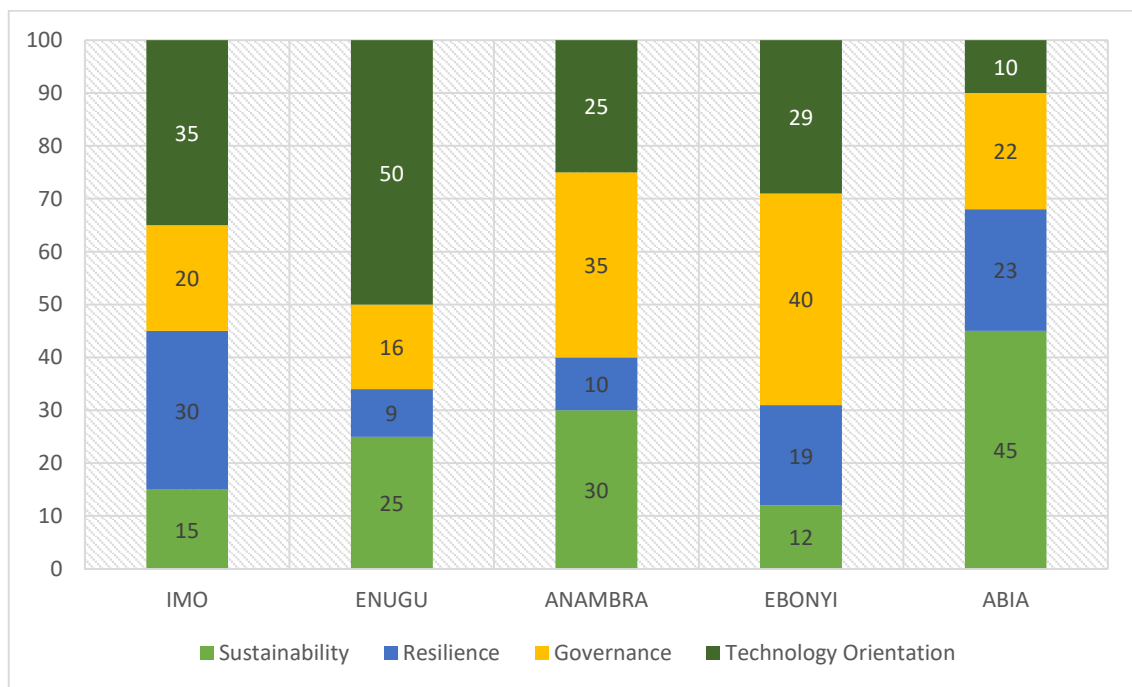


Source: Own elaboration.

When these factors are taken into account, it becomes clear that the southeast regions (Abia, Anambra, Ebonyi, Enugu, and Imo) enjoy a prime location within some of the country's most significant national parks and are ideally suited to the growth of various types of tourism.

The same analysis can be done for the states included. A cautionary note here is relevant, as the number of interviews is smaller in each region, than when compared with aggregated values, what necessarily biases some considerations. Nevertheless, the general figures may stand as the stakeholders in two regions (Imo and Enugu) favor the technology orientation dimension, other two regions (Anambra and Ebonyi) emphasize the governance aspect, and Abia the sustainability dimension (cf. Figure 9).

Figure 9: Regional variations in the attention of the core subjects, (percentage of coded mentions)



Source: Own Elaboration.

5.2 Discussion by Key Research Themes

Governance and Tourism Resilience

Stakeholders in the different states (Imo, Enugu, Anambra, Ebonyi, and Abia) revealed that public awareness about tourism resilience in the southeast is at a lower level, with

Imo having 34%, Enugu and Abia having 20% while Anambra having 13% and Ebonyi having 13% of mentions. While the concept of tourism resilience has become embedded in the public's mind over the past three decades, it still needs to be brought to the attention of policymakers, business leaders, and other civil society members if we are to raise the quality of life for tourists without depleting the industry's supply of natural resources., as also mentioned by Janet (2010).

The interviews also suggested that working with the media, submitting written or oral testimony to parliamentary committees and inquiries, and holding public meetings are all effective ways to increase the public's understanding of the importance of tourism resilience in the Southeast. This boosts community involvement in the tourism industry. Also involving public personalities may have an impact in bringing attention to this issue. This practice was mentioned by one of the stakeholders interviewed as being implemented and useful in the recent past. Therefore, education and public opinion about tourism are crucial for generating local support. Kim-Cohen, and Turkewitz, (2012) argued the same thing, noting that sustainable tourism governance relied on the same sustainability principles as other areas of the economy, albeit to mixed results.

The thematic analysis revealed that public awareness is not has impactful in the Southeast of Nigeria which measure needs to be put in place such as creating of a unique tour package, giving customers the experience they are hoping for—and more, get the community involved, hire a social influencer, which will advance the public awareness of tourism resilience. This was supported by Robertson (2011) that public awareness of tourism resilience has penetrated the public consciousness over the past three decades and become unembedded in the policy and practice of governments, businesses and other partners in civil society but there is need to the level of awareness in other to improve the standard of living while maintaining a stable stock of natural resources in the tourism industry. Governance is about structures and processes and aims to understand how and why different components such as institutional design, personal relationships, and networks play together (Beritelli and Bieger, 2014). Interviews underlined what was also present in the literature, that “good governance” addresses several dimensions such as participation, legitimacy, transparency, and efficiency.

Institutions and Tourism Governance

According to the majority interviewees, tourism governance is handled by institutions by merging responsibilities for innovation, product development, and communication into a

single organization. Instead of relying on a plethora of DMOs, this centralized organization has three divisions to target the market with strategic business units. The regional economic standing of the Southeast benefited from these adjustments.

However, these alterations caused localized insecurity and distrust. The altered institutional structure raised concerns about the future, which hampered efforts to develop the area as a tourist hotspot. The recently formed agency in charge of overseeing Nigeria as a tourist destination was seen as too remote and inefficient. According to one interviewee, the stakeholders (those in charge of overseeing tourism-related activities) don't trust the local stakeholders. Some interviewees, despite the fact that the transition was announced, felt it was sudden, which they believed would have a negative impact on their ability to make decisions and would lead to a more reactive rather than proactive tourism strategy. Particularly criticized was the new organization's method of communication.

In conclusion, we can identify two main issues by analysing the interviews: The current mode of communication appears rather top-down, which is to be expected given that the new institutional structure was mandated from on high. Second, uncertainty and distrust arose as a result of shifts in the organizational framework. Additionally, local actors display a high level of destination awareness and a desire to participate in decision-making. It was also found that in the Southeast of Nigeria, tourism governance is handled by institutions using a whole-of-government policy approach, which includes dialogue between the government, industry, and civil society during the planning, execution, and evaluation stages.

To ensure tourism's continued vitality as an economic and social force, a strategy is needed, that prioritizes a medium- to long-term policy framework that takes a whole-of-government approach to its development and features stable platforms to coordinate actions, top-level policymaker leadership (in tourism and related policy areas such as transport, environment, culture, economy, foreign affairs, skills, land-use), and a focus on medium- to long-term policies.

The stakeholders also acknowledged the institution's use of a multi-actor system for tourism governance, one that incorporates the private sector, civil society, and better horizontal and vertical coordination among relevant government bodies. Falaster *et al.* (2017) argued that the image strategies of travel destinations are affected by the central institutional concepts of legitimacy, isomorphism, hybridization, and categorization.

Thematic analysis revealed that a central agency that is responsible for innovation, product developments and as well as communication. This shows that the government measures shaping our economies, and the involvement of private companies in local communities during Covid-19, open the door to a research agenda. This was supported by several authors (cf. Rose, 2017) who claimed that institutional resilience can create a broader impact in Nigeria. Several studies link societal resilience to the economy and security. An important focus has been on city resilience, as community-based interactions proved a rich and relevant avenue of inter-disciplinary approaches to the issues (Dzigbede et al., 2020). Falaster *et al.* (2017) supported the finding that such an approach seeks to secure the longevity of tourism as an economic and social force by focusing on government approach to the development of tourism policy which requires stable platforms to co-ordinate actions, leadership from policymakers at the highest level and a focus on policies with a medium- to long-term perspective.

Technology Orientation and Tourism Transformation

The interviews revealed that technological orientation has impacts in the tourism resilience in the Southeast. In particular, the interviews suggest that the technologies responsible for the tourism industry's revival following its inception, and help to identify a future agenda to promote the sustainability and resilience of tourism activities in Southeast Nigeria.

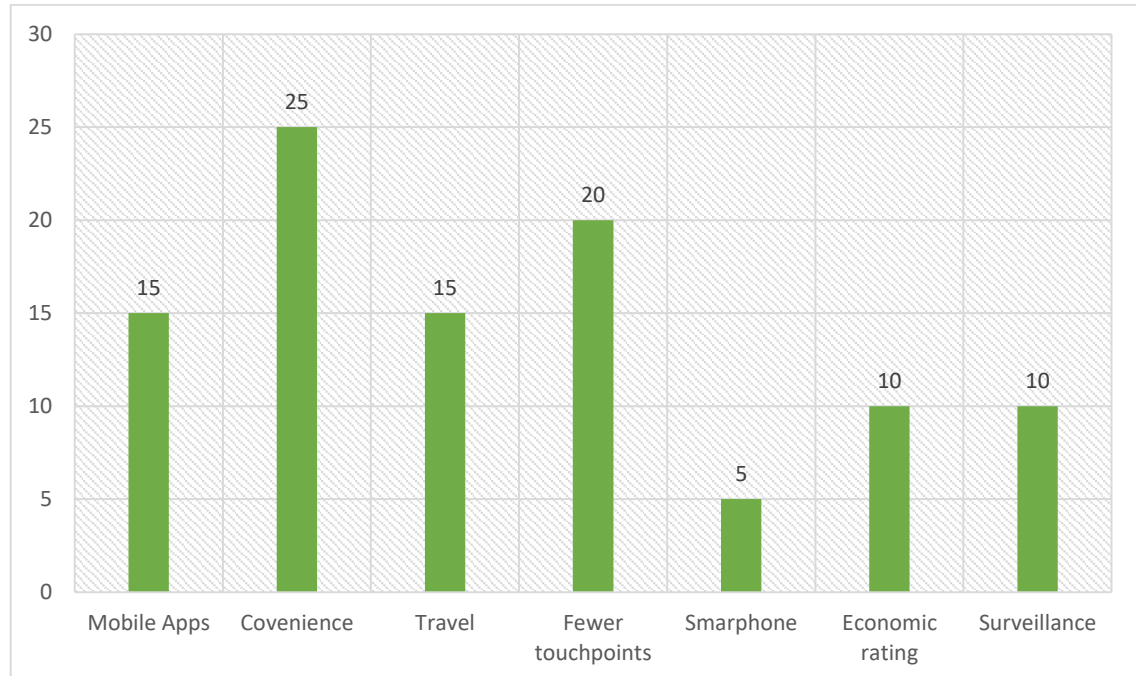
Mobile apps and contactless payments are two examples of cutting-edge technology in the travel and tourism sector that are identified in the interviews as crucial for transforming the way people vacation by improving their comfort, security, and efficiency. It was also found that by automating and speeding up processes, it facilitates better customer service management in the tourism and hospitality industries. The process is simplified for the benefit of the customer. Technology is a major factor in the dynamic nature of the travel and tourism sector. Booking, the low-cost airlines, are examples of disruptive innovations that have increased the speed and ease of reservations, introduced direct price competition, increased capacity, and boosted overall demand.

There are repercussions for both businesses and customers as a result of the introduction of rating systems, including problems with reputation management, trust, and broader shifts in consumer norms. Airbnb hosts and guests are good examples of how mutual surveillance has become the norm. In a social media engineered democracy, a company's ultimate goal is to shape consumer demand in real time and to influence the preferences

of citizens. That is happening at the same time that people are becoming more reliant on ICT to function in their personal and professional lives. In light of the fact, that technology is expected to drive business processes in the post-Covid-19 era, with the result that minimal human interface is required, many interviewees suggested that investment in building their technological capability is critical. To back up his claim, the example of the research of Adim (2020) on technological prowess and organizational robustness of hotels in the Nigerian city of Port Harcourt. Adim (2020) cites a number of studies. The global Lockdown policy implemented by most countries during the Covid-19 crisis has virtually shut down the hospitality industry, and only hotels is interesting to highlight that technological capabilities help survival during the crisis

According to the information presented below (Figure 10), the tourism industry in the Southeast has become more technologically robust, particularly in the areas of mobile apps (15%), customer convenience (25%), client travel systems (15%), reduced touch points (20%), smartphones (5%) and economic ratings (10%), and as well as surveillance (10%).

Figure 10: Technology Orientation (percentage of coded mentions)



Source: Own Elaboration.

Challenges and Tourism Resilience in the Southeast of Nigeria

Using content analysis to categorise the co-occurrence of expressions that were extracted, the study found that the tourism industry in Southeast Nigeria faces significant challenges. Terrorism at 60%, international law at 55%, travel promotion at 50% (all of which are used to gauge the industry's long-term viability), infrastructure at 40%, taxes at 35%, a lack of qualified IT workers at 30%, climate change at 25%, and economic uncertainty at 20% all pose serious challenges to the tourism sector. This conclusion was supported by Airey and Chong, (2011), who argued that the authorities in Nigeria have yet to adequately address various issues affecting the tourism industry. Weak tourism policy, inadequate awareness, inadequate funding, inadequate community participation, inaccurate planning, insecurity, poor implementation, a weak monitoring team, and a lack of professional workforce and evaluation are just some of the problems that need to be addressed.

Thematic analysis suggested that travel and tourism industry is always changing, and technology is one of the main driving forces behind this. This was also the claim of Rehman *et al.* (2021). Duran, (2013), emphasises that technology has profoundly affected the behaviours of companies and consumers. Disruptive innovations increasing the speed and ease of reservations, introduce direct competition on price, while adding capacity and increasing overall demand.

The introduction of rating systems trails its own issues of reputation management, trust, and wider consumer norm changes, with concomitant repercussions for businesses and consumers. Surveillance has turned into a norm, and can be mutual, as in the case of Airbnb hosts and guests. David and Grobler (2020) supported that technology orientation changed the tourism resilience. The pandemic highlights the critical need for transversal resilience-based capabilities for managing disruptive changes (Alomoush *et al.*, 2020; Floetgen *et al.*, 2021; Sakurai and Chughtai, 2020).

It was revealed that, due to its peculiarities, tourism has proved to be one of the most sensitive economic sectors to the manifestation of multiple crisis experiences. In addition, cases of corruption, fraud ('419' cases), armed robbery attacks and police/security check-points here and there with various degrees of bribery and molestation of visitors or tourists are added obstacles as no person or business firm will like to invest in an unhealthy environment.

Tourism is a multidisciplinary and multifaceted sector that involves social, economic, medical, physical, cultural, political and religious aspects of life. It was as a result of the challenges such as safety, terrorism, travel promotion, infrastructure, cross border, climate change and economic uncertainty has kept tourism industry in this level.

Reflexive Note on the Empirical Results

The tourism industry has been rocked by a number of crises in recent years, but it has always recovered, showing remarkable resilience in the face of unexpected drops in demand or supply. The Covid-19 brought a particularly loud voice to the industry and the world at large. Most of the Southeast of Nigeria tourism resilience-related activities have been scaled back as a result of increased public awareness of the need for such measures. It has been observed, however, that institutions in the Southeast of Nigeria approach tourism governance in a variety of different ways, each with the potential to boost the region's economic growth and quality of life. Tourism governance in Southeast Nigeria; government, industry, and civil society dialogue throughout the planning, execution, and evaluation stages of a tourism project. As a result of the pandemic, a plethora of studies and specialized works were produced, as well as a new paradigm for how the human element employs technology to maximize the tourism industry's bottom line.

Although crises cause short-term declines in international tourism, they also present long-term opportunities for innovation and the reorganization of productive facilities (Falaster *et al.*, 2017) This suggests that the pandemic is "not only a health crisis of immense proportion" but "also an imminent restructuring of the global economic order" due to the cost of fighting the virus.

One of the most important factors in the contemporary economy is tourism. As a matter of fact, we are currently living in the age of the fourth industrial revolution, also known as industry 4.0, in which digital technologies are having a profound impact on every aspect of society and every type of business, both public and private. As a result, the current crisis begs the question of how businesses can best employ technology to counteract future catastrophes like the pandemic. Despite technology's perennial centrality to the tourism sector, its importance to the sector's revival in the post-pandemic era cannot be overstated.

The increased demand for tourism services will necessitate changes to existing infrastructure and services, the creation of new ones, and the implementation of novel operational activities, most of which will focus on improving conditions for visitors in terms of security, cleanliness, and social distance.

The tourism industry has become increasingly technologically resilient. Both travellers and the industry are finding relief from the current crisis thanks to advancements in digital technologies such as social media, big data analytics, artificial intelligence, robotics, and

virtual reality. However, tourism businesses face significant challenges in transforming this crisis disruption into game-changing innovations, which are essential not only for their own success but also for the future of the entire industry.

Chapter 6 - Conclusion

While past crises have demonstrated that resilience approaches can be highly effective in planning for the tourism industry's response to and recovery from crises and disasters (Lew, 2014), an examination of existing tourism crisis and disaster management frameworks reveals several limitations (Hirudayaraj and Sparkman, 2019).

One key limitation is that the multifaceted nature of resilience planning within tourism contexts makes it challenging to generalize policies and programs that contribute to resilience (Bhati *et al.*, 2016). Furthermore, most analyses of resilience have predominantly focused on economic factors (Lew, 2014).

However, the industry demonstrates a remarkable capacity for bouncing back from setbacks and for developing novel approaches to recovery. While the socioeconomic impact of the pandemic on the tourism industry must be addressed, the crisis also presents an opportunity for the industry to become more resilient, inclusive, and sustainable.

The aftermath of the pandemic provides an opportunity for businesses to regroup and rethink their approach to sustainability by tackling the problems that could arise in the years following the outbreak. The scientific significance is clear, as this is a literature synthesis of how research has focused on the results of the pandemic crisis. By illustrating tourism development in the face of a pandemic and corroborating the potential challenges with suitable solutions to strive for sustainability in the post pandemic era, the conceptual model developed in the present work contributes to the existing frameworks.

This research contends that governments' policies encouraging tourism as a means of strengthening their resilience in the face of the recent Covid-19 disaster can be effective if they are in line with key indicators of disaster management success. Practical frameworks that guide local policymakers towards the best policy responses before, during, and after a disaster are essential.

Resilience research across a wide range of institutional types and countries can benefit from the Covid-19 crisis as a natural experiment. The level of economic resilience is of growing importance to Nigeria and national policymakers. Government policies that are shaping our economies and the participation of private companies in community projects during Covid-19 present an opportunity to investigate the role that institutional resilience plays in generating broader effects in Nigeria. Resilience has been linked to economic success and safety in a number of academic studies (Rose 2017). Cities have received a lot of attention because community engagement has proven to be a fruitful and relevant

inter-disciplinary approach to the problem of urban resilience (Dzigbede *et al.* 2020). Few attempts have been made to connect the dots between studies of institutional factors, especially those pertaining to public institutions, and studies of business resilience. This connection is significant as it can help shed light on the roles played by the public and private sectors in post-crisis societal recovery. Creates a conceptual and evaluative framework for public and private sector institutional resilience (thus including businesses). The framework's analytical dimensions are not context sensitive, making it a useful general-purpose tool. It is an extension of the private-public partnership, which has been the subject of research in the field of new public management. For another, this helped Nigerian institutions weather the pandemic storm. Since the pandemic began in the spring of 2020, research into the impacts of the Covid-19 have flourished. Public health response to the pandemic and the economic impacts were two of the most studied topics.

The findings of this dissertation carry significant real-world implications for various stakeholders in the tourism sector. The proposed research framework provides government tourism policymakers with a valuable resource for both short-term and long-term planning, enhancing tourism resilience through a clear understanding of supportive policies and essential data.

Additionally, the implications for tourism business managers can be substantial. Therefore, the tourism industry must shift its focus toward the well-being of its customers by collaborating with the private sector, citizens, and the international community. This collaboration is essential for improving planning and management practices to ensure the long-term sustainability of the sector. The tourism industry has taken a significant hit from Covid-19. Millions of jobs in the tourism industry were at risk due to the travel ban, the closure of many heritage properties and cultural institutions, and the disruption of living heritage practices. As a powerful driver of sustainable development, intercultural dialogue, and mutual understanding, tourism will play a crucial role in the recovery efforts. Harmony with the environment, encouragement of the preservation of cultural and natural heritage, protection of livelihoods, and the advancement of local communities are all essential components of tourism that is both resilient and sustainable. The best way to prevent the social, cultural, and environmental decline of tourist destinations is to apply sustainability principles. When done right, tourism can be a significant driver of economic growth and local prosperity. By reducing waste and utility consumption, sustainable actions help tourism businesses attract capital and public support. However, more skilled

workers are required, so human capital will increase in tandem. Businesses in the tourism industry can better weather economic and market fluctuations if they earn a reputation for long-term viability.

Three very direct policy suggestions came from this study, in the view of the author:

- The first, regards technology orientation, and the need to stimulate the adoption of ICT in tourism stakeholders. The reduction of barriers to digital transformation will be a strong enabler for Nigeria tourism effectiveness.
- The second, regards governance, the need of adopting a more collaborative model of stakeholder interaction producing mechanisms for participatory governance and co-creation of policy roadmaps.
- The third is to stimulate tourism resilience, by integrating strongly the principles of sustainability in the tourism policy agenda.

The dissertation may inspire future investigation such as those studies that can increase in terms of dimension, compared with this exploratory study, both in terms of the sample size or in the number of regions or even countries involved in the understanding the relation between resilience, sustainability, governance and technology orientation. In particular, the research about the digital transformation, transition, and digitalization of tourism firms in Nigeria or the studies on the tourism resilience in sub-Saharan Africa are the research lines that the author is more interested in following in the future.

This dissertation was able to accomplish its stated goal of using interview as the study's instrument. Information was limited and not in depth because of the obvious constraints placed on the research, such as the time frame, the research design adopted, and the instrument used. Also the broadness of the topic, four very encompassing concepts, was challenging and could deserve a stronger focus.

Public awareness of tourism resilience, institutions managing tourism governance and resilience, the role of technology in tourism resilience, and the challenges facing the tourism industry were all highlighted in this study. Hopefully our findings provide ideas to stimulate the tourism stakeholders, particularly in Nigeria, to implement solutions towards an increased resilience of the sector, capable of coping better with the future crises and transforming the country.

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Appendix

Semi-structured interview script

Introduction:

"Good day, and thank you for taking the time to participate in this interview. We are conducting research on Tourism sustainability and resilience in Nigeria after covid-19 : Governance and technology orientation a case study of the Southeast Nigeria. Your insights will help better understand the current challenges and opportunities in this field. Please feel free to share your thoughts openly. Let's begin."

Section 1: Public Awareness of Governance and Tourism Resilience

1. Can you share your thoughts on the level of awareness regarding the importance of governance and tourism resilience in Southeast Nigeria?
2. What efforts have been made to educate stakeholders about the significance of governance in tourism sustainability?

Section 2: Institutional Approaches to Tourism Governance

3. How do institutions in Southeast Nigeria handle tourism governance?
4. Are there specific policies or frameworks guiding tourism governance in this region?
5. How effective have these policies been in ensuring tourism resilience?

Section 3: Technology and Tourism Resilience

6. In what ways has technology influenced tourism resilience in Southeast Nigeria?
7. Have digital tools or innovations been adopted to enhance governance in the tourism sector?
8. What challenges do institutions face in integrating technology into tourism governance?

Section 4: Challenges and Issues in Governance and Tourism Resilience

9. What are the major governance-related challenges affecting tourism resilience in Southeast Nigeria?

10. How do governance gaps impact the ability of the tourism industry to recover from crises or disruptions?
11. Are there any specific case studies or examples of governance failures that have affected tourism in the region?

Section 5: Policy Recommendations and Future Prospects

12. What role do local communities play in promoting governance and tourism resilience?
13. How can public-private partnerships improve tourism governance and resilience?
14. What policy changes or initiatives do you believe could strengthen governance and sustainability in the tourism sector?
15. In your opinion, what are the key steps that should be taken to ensure long-term resilience in Southeast Nigeria's tourism industry?

Conclusion:

Thank you for your valuable insights. Your responses will contribute greatly to understanding how governance can be improved to enhance tourism resilience in Southeast Nigeria.