**EDITORIAL**

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**Tourism Innovation and Resilience during Uncertainty**

The tourism industry is characterised by uncertainty as, given its nature, it is highly susceptible to risks. Over the years, there has been a noticeable increase in uncertainty as a result of various crises (e.g., COVID-19 pandemic, economic crisis etc) influencing the global travel and tourism industry. Even so, international tourism flows continued to grow amidst the increasing uncertainty and whilst facing new emerging crises such as the Ukraine-Russia conflict. Uncertainty and disruption are not new to the tourism industry; in fact, tourism has proven to be rather resilient to negative events that impacted tourist demand and operations and, eventually, managed to recover, adapt and innovate. It is, thus, not surprising that resilience and innovation studies have adopted a crisis recovery angle, focusing on value-creating strategies and practices. Relevant literature suggests that success in tourism lies in the innovative stance employed by stakeholders as well as the resilience shown by destinations and companies alike at times of uncertainty. Externalities that impact global tourism causing an uncertain environment are not only yielding challenges and threats but also bear opportunities that allow policymakers and industry practitioners to rethink of tourism planning and development.

This special issue aims to deepen understanding on innovation and resilience aspects in tourism by following a multi-disciplinary approach that uncovers the internal and external dynamics that affect the evolution, planning and development of tourism at times of uncertainty. Judging by the collection of articles published in this special issue which present rich research findings that carry theoretical and practical implications, it seems that the aim has been successfully achieved. The special issue comprises of eight articles examining resilience and innovation in hospitality and tourism settings, showcasing findings from a variety of study contexts both in terms of sector and geographical location.

The first article in the special issue, written by Saiful Islam, Mishkatul Kabir and Kamrul Hassan and titled “Resilience strategies of tour operators during the uncertainty of COVID-19: Evidence from Bangladesh”, discusses resilience strategies that tour operators in Bangladesh adopted to withstand the challenges brought about by the COVID-19 pandemic. The authors’ study findings highlight the importance of resilience in tourism settings, identifying strategies of external agencies as well as tour operators as influential on the resilience-building goal of tourism businesses. Hence, resilience presents itself as a multi-dimensional construct and relevant research needs to capture this complexity. In their paper, Islam et al. offer a three-dimensional mechanism that lists three broader categories of resilience-building strategies: a) innate resilience, b) internally-induced resilience and c) externally-induced resilience. This conceptual framework can help tour operators, government agencies and other tourism stakeholders in improving the resilience strategies adopted to address uncertainties impacting tourism.

Mahfuzuar Rahman Barbhuiya and Devlina Chatterjee further highlight the importance of resilience in organisational settings in their paper titled “Just survive or thrive? Effect of psychological and organizational resilience on adoption of innovative strategies by hospitality sector post Covid-19”. Drawing from a sample of managers of small and medium sized hotels in India, the study reports that several resilience tactics adopted in hospitality sector during the COVID-19 pandemic including price discounts and cost reductions as organisational resilience as well as revenue generation and brand building as psychological resilience. The authors emphasise the necessity of organisational resilience for the survival of hospitality companies whereas psychological resilience is identified as a factor contributing to their ability to thrive.

Parapanos and Michopoulou’s contribution titled “Innovative mobile technology in hotels and the use of gamification” reminds us of the positive effects of innovations such as gamification on behaviour in hospitality settings. Mobile technology has emerged over the years as a key innovation in business contexts that may be of particular assistance at times of uncertainty, as they effectively maximise corporate resilience. Their study, centred on an examination of users’ motives through a gamification application, involved two qualitative studies with hotel visitors and gamers respectively. The findings of the study identify ten user motivations that guide hedonistic and utilitarian behaviours in hospitality including familiarity, interactivity and informativeness among others. Thus, gamification and similar innovative mobile technologies can be used in hotels as both a game and a marketing tool to effectively influence customer behaviours.

In their paper titled “Business Modelling for Resilient Destination Development - A Multi-Method Approach on the Case of Destination Franconia, Germany”, Hannes Thees, Elina Störmann and Harald Pechlaner suggest that crises can provide opportunities for businesses in tourism to rethink their business models and transform on the basis of innovative strategies and resilience. Using a multi-method approach, their study examined the effects of the COVID-19 pandemic on business models in destinations. The study findings reveal a mixture of values and innovations in business models, encapsulated as ‘bounce-forward ability’, which represent a resilience approach that allows the adaptation of businesses to crises. The authors highlight the importance of information sharing and a common destination strategy to promote destination resilience, concluding that a resilience at a destination can be perceived as a driver of change, a target and a competence.

The study of Christina Karadimitriou and Alkiviadis Panagopoulos, titled “Destination Crisis Management Communications during Uncertainty: The Case of Athens,” addresses the need for effective crisis management communications during periods of increased volatility in tourism. Adopting a chaordic system approach, the authors use fuzzy-set Qualitative Comparative Analysis to examine tourism crisis management in relation to Athens, Greece. Their study draws from permanent residents in the city of Athens and investigates the conditions of government trust, security, destination image, competition, information technology and destination safety. Results reveal the presence of five sufficient configurations for effective crisis management communications, namely destination characteristics, destination safety, destination competitiveness, state information management and IT/ICT destination dependency. The study reminds us of the complexity characterising travel decision-making which destination management organisations need to consider carefully when devising their crisis management communication plans.

The paper by Esteban Pérez-Calderón, Marcelino Sánchez-Rivero and Gema Morales-Cortijo, titled “COVID19 and Inland Tourist Destination: A Tourism-related Enterprise View of the Effects and Policy Measures Adopted” examined the resilience approach of tourism businesses in Spain at times of crises. In particular, the authors investigated the views of business managers and owners in terms of the effects and policy measures adopted during COVID-19. According to the study findings, managers and owners of businesses expressed appreciation of the effects and measures adopted by policymakers. Whilst the authors agree that measures to face a crisis need to be common for all enterprises in tourism, they also point out the necessity for adaptation according to type of business in the multi-faceted industry of tourism.

The adaptative formulation of business models during a crisis is discussed by Samira Sahebalzamani, Eva Jørgensen, Giovanna Bertella and Etty Nilsen in their paper titled “A dynamic capabilities approach to business model innovation in times of crisis”. The authors’ study examined how tourism entrepreneurs adopt dynamic capabilities to change their business model at times of a crisis. Set in Norway, the research draws from small companies operating in the nature-based tourism industry and proposes a taxonomy of important entrepreneurial practices underpinning innovative or adaptive dynamic capabilities. The study suggests a series of dynamic capability-based entrepreneurial practices categorised as resource, market and technology related practices. As such, study findings contribute to tourism crisis management literature by integrating business model innovation and dynamic capabilities.

Vikas Arya, Komal Anand, Sheen Suresh and Anshuman Sharma, in their paper “Quality Dimensions of Augmented Reality-based Mobile Apps for SMART-TOURISM and its impact on Customer” examined visitors’ opinions on augmented reality (AR) applications in tourism. Indeed, AR-based technology has proven to be valuable at times of crises such as the COVID-19 pandemic when several lockdowns were introduced around the world, restricting travel. AR-based technology has thus been used in various contexts such as museums, exhibitions and travel. The study concludes that information quality, system quality and service quality impact visitors’ perceptions of AR apps, influencing by extent their satisfaction and propensity to reuse AR-based mobile apps. Evidently, demand for AR-based apps will most likely continue to increase; hence, this study contributes theoretically to relevant literature in terms of the interface between AR and quality.

In conclusion, the examination of innovation and resilience in tourism at times of uncertainty is more topical than ever. The number of potential crises emerging and impacting the global tourism industry is expected to rise in the near future. Therefore, knowledge of how tourism industry practitioners and policymakers can withstand related challenges and recover using innovation and resilience tactics is undoubtedly valuable. This special issue contributes to the discussion on innovation and resilience in tourism, recognising their importance during crises whilst offering both theoretical and practical insights that may be of use to researchers and practitioners alike as policies, business operations and practices need to be reconsidered and adapted accordingly for maximum resilience.