

University of Wales Trinity Saint David

Development of a Change Management Framework to enhance Business Model Innovation, which improves organizational performance in the Nigeria travel sector.

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ABSTRACT

The proficiency of survival of an organization depends on the ability to adapt to change, and change is a dynamic tool that impacts organizational growth and performance. The travel industry is one of the largest productive and diverse sectors comprising transportation, accommodation, food and beverage, entertainment, which are interlinked. The vastness in structure and composition of the travel industry allows several factors to impact the operation of the travel sector. This research identifies the level of impact that the internal and external factors have on the travel sector's business model innovation and analyze the key challenges faced during the implementation of business model innovation. This research further addresses the gaps in business model innovation research undertaken in the travel industry. The literature review provides a better understanding of the previous and current business model innovation in the Nigerian travel sector while incorporating a change management framework designed to create a productive and stable way of implementing change into the business model of the travel agency.

This research adopts mixed embedded method research using a qualitative approach to support a quantitative system for data collection and analyses to accomplish the above. A quantitative method was adopted using a general survey constructed to focus on the business model innovation and the travel industry operations in Nigeria, examining its strategies and ability. Three hundred surveys were received and analyzed using SPSS, analysis connexion and regression, and tested hypotheses. Six interviews focused on the top management team to provide an adopted view of internal operations and their effect on the external environment. Interviews were adopted as a qualitative method to understand the factor affecting business model innovation in the Nigerian travel sector and the strategies adopted in developing a business model innovation from the management perspective.

Certain limitations like the global pandemic Covid- 19 slowed down the progress of the research, furthermore. The time constraint and lack of specific resources were obstacles; the mixed embedded method was also time-consuming.

The findings address the research objectives of this research while contributing to the existing business model innovation literature by providing a broader view of the travel sector as it creates a clear roadmap for integration and value creation. Several kinds of literature drive this, theories and data collection which aims at identifying the factors affecting the BMI in the travel sector. And also, constructively studying change management theories like Lewin's and Kotter's theory aids in developing a suitable change management framework that serves as a

roadmap in generating insight to help envisage, strategize, and address issues respectively to change.

The contribution of this research addresses the importance of integration and implementation in the operation chain. Creates an understanding of the business model innovation as the sequence of activities that are technically and economically expressed from the beginning of the development stage to the implementation of a change management framework until its final commercialization and the importance in the business model innovation. Furthermore, this research also develops a change management framework that acts as a support system and catalyst for growth, sustainability, and adaptability.

Lastly, the recommendation is established based on the result collected from the research, which focuses on identifying specific measures to fill research gaps in practice, knowledge and the Travel sector. The need for theoretical exploration of the impact of the change management framework in the BMI in the Nigerian travel sector is crucial to understanding the process and capacity of a change management framework. This research developed a suitable framework to improve organizational performance by studying Lewin theory's research gaps.

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Lists of Abbreviations

BM- Business Model

BMI- Business model innovation

ICT- Information and Communication Technology

CRL- Computational Research Laboratories

GE- General Electric

IBM- International Business Machines

R & D- Research and Development

VSE- Village and small-scale enterprise

IATA- International Air Transport Association

NANTA- National Association of Nigerian Travel Agents

GDS- Global Distribution System

NGO- Non-Governmental Organization

ICAO- International Civil Aviation Organization

SME- Small and Medium Enterprise

GDP- Gross Domestic Product

UNWTO- United Nations World of Tourist Organization

WTO- World Trade Organization

OECD- Organization for Economic Co-operation and Development

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CHAPTER 1: INTRODUCTION

1.0 Introduction

This chapter gives an overview of the research study commencing with an analytical background, leading to the research problem's development. The study's purpose, aim, and objective are also systematically drafted based on the research topic; furthermore, the study's significance, scope, contributions, and limitations. It mainly answers the why, what, when and how questions in this research.

This chapter illustrates the concept of business model innovation as an innovative strategy that creates value leading to sustainability, growth, and productivity. There are, however, various forms of innovation. This study examines the business model innovation as an essential tool in every organization.

Sustainability and growth are the main aims of any organization. Innovation is a bedrock for sustainability and growth. The dynamic business model innovation, which has primarily surged through innovation and is distinct from other forms of innovation, develops a constructive method for value creation by evaluating various segments to improve capability and productivity (Elbaz et al., 2018; Hock-Doepgen et al. 2021).

This study analyses the maximization of the BMI in the Nigerian travel sector to increase organizational performance. Furthermore, it also identifies the business model innovation, frequently inappropriately managed as a strategic business breakthrough, resulting in detrimental disadvantages for the organization. Conclusions are drawn based on examining the internal and external environment of the Nigerian travel agency.

Furthermore, the developed change management framework designed brings a dynamic change to the process and management of business model innovation (BMI), aiming to stir a strategic evolution and transformation process, and lead to improved organizational performance for survival and sustainability.

1.1 Background of the study

The travel and tourism sector is a fast-moving and highly competitive environment that requires great flexibility and adaptive skills. The constant change in demand and the rise of unforeseen circumstances can cause radical and drastic changes in the market environment. The study identifies business model innovation as a strategy used to achieve a competitive advantage, enhance business performance, and create value. Ambroz and Omerzel. (2017) and Chinamasa and Ezepue (2017) identify business model innovation as a transformational strategy used by existing organizations to reform values and adapt the competitive advantage to the competitive global market to improve organizational performance and enhance business survival.

According to several researchers like Bashir and Verma (2017) and Ambroz and Omerzel (2017), business model innovation has a vague definition, affecting the concept of business model innovation. However, Tian et al. (2019) stated that business model innovation creates value by creating a new market, opportunities, and profit method and captures value for stakeholders by searching and developing new business methods and logic. At the same time, Spencer and Ayoub (2014) emphasize that innovation and change are intertwined. Business model innovation is vital for survival—besides, Aruwayo (2018) highlights the importance of travel and hospitality in Nigeria. The rise of innovation has brought new challenges and opportunities for the travel industry.

The history of the Nigerian travel agency can be traced back to the early colonial period in 1920 after (17years) the first landing of the Wrights brothers and gradually progressed from a Military British Royal Air Force to civilian operation. Nigeria travel agency in 1961 bought over the West African Airways Corporation (WAAC) share, which was renamed Nigeria Airways bought off from co-owners British overseas airways and Elder Dempster with Nigeria owning 50 per cent shares (Duignan et al., 2019). Presently the National Association of Nigeria Travel Agencies (NANTA) was founded in 1973. An agency was formed to organize travel

agencies' national bodies, which promote travel agencies' interest, ensure the policies, rules, and regulations are adhered to and encourage travel agencies' interest (NANTA 2019).

Furthermore, business model innovation involves redefining the strategy. The Nigerian travel agencies have been facing a significant problem associated with a business model. According to World Travel and Tourism Council (2019), as of 2013 travel and tourism industry has contributed to the

US\$7 trillion rises in the global economy. Travel and tourism comprise flight, cruise, tour, rental cars, and hotels. According to (Duignan et al., 2019), the travel industries are among the world's three top sectors. The Nigerian travel agencies struggle with several problems. The research seeks to answer the what, why, and how questions to propose a suitable management framework (Ceptureanu and Ceptureanu, 2015).

Furthermore, its research gives a broad view and a significant highlight to the Nigeria Travel Agency situation and its urgent need for a management framework. Eze Chinedu(2019), in his article in "This Day" newspaper, states Nigerian travel agencies has been plagued with poor policy implementation and strategic planning. This has caused great turmoil in the Nigerian travel agency as numerous travel agencies are closing, leading to unemployment. Awake (2016) identifies problems as a poor marketing strategy.

Innovation is regarded as a threat in Nigerian travel agencies today; most of the travel agencies in Nigeria cleave to the traditional way of operation rather than embracing innovation and using it strategically. These challenges are numerous because of the lack of standard regulations, economic downturn, and lack of strategic planning (Duignan, et al., 2019).

1.2 Research Rationale

Innovation is significantly identified as an area of setbacks in Nigeria's travel sector. A proper BMI will ensure the adoption of innovative strategies like increasing business operation diversification, mergers, and alliance improvement in marketing strategies to improve adaptation, which will give an edge to other competitors (Beard and Burger, 2017). Researchers like Wu et al. (2019) and Chatterjee and Matzner (2019) portray business model innovation as a growth model development and reforming industries. Business model innovation has been a strategic model that leads to increased value, opportunity, performance and productivity, and encouragement. Designing a defective business model impacts the business model and its effect on its performance and productivity (Baojun and Tian, 2018).

Likewise, Gobo et al. (2012) tactically state that business model innovation in travel agencies is quite challenging for top and middle executives in firms today, especially in Nigeria. Change management framework incorporated with the business model innovation present a better opportunity of promoting organizational performance by increasing flexibility, adaption, and strategy management (Ceptureanu, 2015). The research improves the literature gap regarding the Nigerian travel agency identifying the determinants of integration and creating a unique management framework applicable and valuable for all travel agencies. The research uses the Nigerian travel agency as a case study to restructure the business model to fit new strategic plans to achieve the management framework suitable (Christensen et al., 2015).

1.3 Research Problem

Chatterjee (2019); Rana, Aarikka-Stenroos and Vaisanen (2021) states business model innovation is designed to determine how to win, where to play, and what to do. It includes networking integration with the value chain to increase competition and productivity. However, no article has considered integrating a change management framework to limit business model innovation gaps.

1. Uncertainty of Changing Market Environment

The first problem addresses the first research question focusing on the ever-changing market environment, filled with uncertainties due to instant change in innovative ideas and strategies. The constant change has led to some Nigerian travel agencies' inability to adapt and survive in the intensely evolving and operational environment (Beard and Burger, 2017). Biwa et al. (2018) highlight the leading struggles of adaptation and survival as an inability to create an effective strategy that helps improve diversification and e-commerce to build its business model. The travel agencies are near extinct due to a lack of an ineffective system. According to Ku et al. (2012) and Biwa et al. (2018), adopting strategies like value creation, product diversification, and partnership are common, but implementing these strategies and integrating them into the business model is crucial.

2. Faulty Business model

Secondly, the research problem identifies the faulty business model as an influential factor in the relationship between adaptation and performance. A defective business model and implementation process is the sole cause of instability and inefficiency. Eze Chinedu(2019); Olga (2017) identify the business model innovation as a determinant, challenging if not correctly implemented. The challenges are plaguing the Nigeria travel agencies, which have exacerbated, as stated by Bankole Bernard, the president of NANTA, due to the infiltration of impersonators issuing fake tickets by using innovation as a device to drive genuine agencies

out of business (Atewamba and Boimah, 2017); Rana, Aarikka-Stenroos and Vaisanene, (2021). Nigeria travel agencies have fallen short in strategic implementation and other areas. Several internal and external factors like competitors, market price fluctuation, customer loyalty, and the rise of technology and internal factors such as leadership, lack of strategic planning, unclear visions, and goals (Foss and Saebi, 2017).

Recent articles like DaSilva (2018) emphasize business model innovation as a critical tool to determine long-term survival and states how poorly understood business model innovation is. Gallo et al. (2017) further identify the types of business model innovation. However, an in-depth study determines the length of future progression and how long the business model innovation can sustain productivity, growth, and performance.

3. Mismanagement of strategy

The third problem addresses the research question by identifying the change management framework's outcome. The lack of understanding of BMI has led to strategy adoption without significant impact on plans, which dramatically impacts organizational performance. Firstly, it identifies the main problem: ineffective business model innovation management (Duignan et al., 2019). Managing innovation is one of the top and middle executive challenges in firms today, as Gobo et al. (2012) stated, and it is most especially true in developing countries like Nigeria. According to Median (2015), the lack of valid and dependable measurements to formulate policies or strategies supporting BMI negatively impacts the organization. Nigeria's travel sector has innovative barriers that hinder its growth. A few research studies have turned any weakness into an opportunity (Atewamba and Boimah, 2017).

Oroya (2018) and Mahadevan (2013) further narrow these determinants to economic/regulatory issues, technological, competition, social, environmental, value creation, and firm-level problems. It aims to develop ways to break the barrier by using business innovation to

reconfigure and reshape the Nigerian travel industry by creating an effective and adaptable change management framework suitable for internal and external growth.

4. Alignment of current business model to market demand and technology

Innovation and technology have long changed travel agencies' perception and operations worldwide—innovation introducing the benefits of e-commerce and integrating technology with travel agency strategy. According to Eze (2019), in "This day" newspaper highlighted the terrible loss of jobs had been a top challenge in the Nigerian travel sector due to poor policy implementation in the use of technology and innovative strategies. Furthermore, the loss of billions of Naira in the Nigerian market to foreign operators with innovation led to online travel agency formation. According to Oladele (2018) allows access to online personal advisors, comparing prices through an app and e-commerce setup like Jumia travel, travel beta, wakame, ajala.ng, travel start, and so on to select a vacation site online, saving time and excess money bringing gaps, and eradicate facing travel agencies' inadequacies. It has displaced travel agencies' old-fashioned system and caused setbacks for travel agencies still using old strategies (Beard and Burger, 2017). Several researchers have identified the use of this technology as an advantage or a disadvantage. However, the study determines how to convert these disadvantages into benefits by strategically analyzing and incorporating online technological strategy in the current business model (Ceptureanu and Ceptureanu, 2015).

1.4 Research Aim and Objectives

1.4.1 Aim of the Research

To identify the critical determinants of integrating innovative strategy (with references to business model innovation) with organizational change strategies in the small and medium Nigeria travel sector and propose a change management framework as an instrument for effective integration which ensures organizational performance.

1.4.2 Research Objectives

The research objectives below give a primary highlight of the research aim

1. To undertake a critical review of literature on innovative strategy (business model innovation) and organizational change strategies resulting in organizational performance in the travel sector and examine innovative strategies practised by travel sectors in Nigeria.
2. To analyze the challenges encountered in the small and medium Nigerian travel sector while enhancing innovative strategy (business model innovation) and organizational change strategy.
3. To examine the factors affecting organizational performance while integrating innovative strategy (business model innovation) and organization change strategy in the Medium Nigeria travel sector.
4. To recommend a practical change management framework for the smooth integration of innovative strategy (Business model innovation) and organizational change strategy leading to organizational performance in the Medium Nigeria travel sector.

1.5 Research Question

The research questions are linked with this nature of the study include,

- What are the critical determinants of integrating innovative strategy (regarding business model innovation) and organizational change strategy in the Nigerian travel sector?
How can a practical management framework be designed to achieve organizational performance?

1.5.1. Sub Questions

- What factors can enhance the business model innovation in the Nigeria Travel agency to promote organizational performance?
- How can the relationship between adaptation and performance of the change management framework influence the business model innovation and its effect on the organization?

- What possible outcome can be expected from developing a practical change management framework, and how can these outcomes be analyzed?.

1.6. Significance of the study

This research gives a broader view of the travel agency in Nigeria. This research uses travel agencies that have been operational for over five years, analyzing the condition for its growth in a relationship through the years. Furthermore, the key determinants determine business model innovation strategy adapt to the constantly changing market environment. The research further identifies the necessary adaptation strategies and factors that affect the implementation and development of strategies that improve survival rates in other travel agencies, whether in developing or developed worlds (Chen and Kharabsheh, 2019).

Innovation is a positive tool for sustainability, growth, productivity, and adaptation and can be challenging for some organizations if not used strategically. According to Oyebode (2018), the airline operators' and travel sector's business models are faulty.

They are responsible for the long-term problems that have plagued the travel sector and the market, like unfavourable environment, lack of government support, low patronage, and high death rate. Oyebode. Wole (2018) further states the problem has elevated due to environmental barriers like high traffic underutilization of traffic and poor regulation of policies that affect the market and innovation.

However, change is a constant in today's dynamic business world, and the inability to adapt to change can lead to an organization's downfall. Aljohani (2016) identifies types of change organizations adopt; however, an adaptable and flexible organization thrives in the business world. The Nigerian Civil Aviation Authority (NCAA) records, as stated by Oyebade (2018), recorded the collapse of about 40 registered airlines within 15 years. It is because the Nigerian travel sector could not adapt to change (Chen and Kharabsheh, 2019).

Furthermore, it aims to develop an effective way to enhance business model innovation considering the internal and external factors to improve performance. Euchner (2013) identifies

change management as innovation. It is an innovative tool that promotes organizational management. Researchers identify change management as a breakthrough for effective management. It researches further examine change management system that is suitable to ensure the enhancement of the business model innovation can promote long-term organizational performance. Lastly, it provides an in-depth understanding of the gaps in the business model innovation in Nigeria's travel sector and how to nullify these gaps and choose the proper practical change management framework (Duignan and McGillivray, 2019).

1.7 Research Gaps

1.7.1 Strategy Misalignment

According to researchers like Fallahi (2017), business model innovation is a process that leads to an outcome, mainly a process of innovating the business model that enhances the interrelationship of the business model elements and canvas. According to Osterwalder and Pigneur (2010), these elements consist of nine interrelated building blocks; value proposition, essential resources, key activities, key partnerships, customer segments, customer relationships, distribution channels, cost structure, and revenue streams. Business model innovation is identified as several concepts but not perceived as a roadmap for improving strategy, organizational performance, growth, and sustainability (Akpan, 2019).

1.7.2 Lack precise identification of the main factors hindering business model innovation

Factors affecting business model transformation in the travel sector can be stimulated by rising problems and environmental changes, which can be identified as internal and external drivers. However, researchers like Rasmussen (2017) identify globalization technology development as a driver. Other drivers include resource fluidity, leadership capability, strategy, capabilities and complexities but less focus has been placed on strategic flexibility and adaptive DNA of a business model innovation (Beard and Burger, 2017).

1.7.3 Vagueness of the concept

Furthermore, researchers have vaguely explained the concept of business model innovation and change management. According to Rasmussen (2017), the ambiguity of the structure and idea of BMI is shallow. According to DaSilva and Turkman (2014), business model innovation is a strategic tool of a model described by Teece (2010).

According to Casadesus-Misael and Ricarte (2010), Zhu (2013), as a redefined strategy, which according to Suddaby (2010) is old wine in a new bottle or a redemptive vehicle of organizational change as stated by Ho et al. (2011), Hartmann et al. (2013).

1.8 Main Findings

With the absence of the lack of theoretical research of the BMI in the Nigeria travel sector Evaluating and identifying the internal and external factors that drive business model innovation using Qualitative research (Survey) to gather data. Whilst also using qualitative (Interview) research to back this finding up and clearly explaining how these factors mould the business model innovation in the travel sector leading to change. Identifying these factors and how they influence the business model innovation in the Travel Sector aids the development of a change management framework suitable and adaptable to the Nigerian travel sector. Secondly, identifying the type of system adopted was necessary. Most travel agencies still adopted the old system, which creates significant setbacks.

The other company's business model innovation showed more progress than the other by employing e-tourism, new markets technological advancement, e-commerce, etc. Furthermore, other questions arose from the finding, such as an operating system that affects the business model innovation. Using Lewin's change management theory as a template to develop a suitable change management framework that would serve as a roadmap in generating insight to help predict, organize, and handle issues related to change.

1.9 Scope and limitations of the study

This research study focuses on flawed business model innovation in the Nigerian travel agency to find a solution by developing a practical change management framework. Developing an effective management framework ensures it is highly effective in improving organizational performance. Research ensures tools and skills needed are identified and developed.

The scope of the study focuses on the management team in the Nigerian travel sector and how enhancing business model innovation aids performance improvement and provides insight into the role of BMI in the market (Beard and Burger, 2017). Furthermore, it focuses on the processes involved in enhancing business model innovation and highlights the processes involved in designing a change management framework in Nigerian travel agencies. During the research, certain limitations are encountered as primary data are collected in Nigeria, and there might be unwilling participants or limitations in sample size. Other limitations may involve the strains and financial restraints and lack of access to vast materials on business model innovation in the Nigerian travel sector because it is not a broad concept in the Nigerian travel sector (Duignan et al., 2019).

1.10 Contributions

1.10.1. For research

Explore the total capacity of the business model innovation and its advancement. To understand the process necessary for improving the business model innovation as a roadmap to sustainability and growth. Also, to identify the drivers of change and potential for innovation in an organization. Furthermore, to design a change management framework suitable to make a vast impact on the travel agency.

1.10.2. For Scholars and Nigerian Travel Sectors

To fill the gaps in business model innovation literature. The relation between the elements and determinants that aids were enhancing business model innovation by identifying the factor that hinders the transformation in the Nigeria Travel Sector. Above all, give a concise definition for business model innovation and develop a change management framework for the Nigerian travel sector.

1.10.3. For future researchers

Encourage future researchers to identify the significant effect of business model innovation on the constantly changing business environment. Developing an effective and adaptable change management framework for improving organizational performance is suitable for any organization.

1.11 Research Structure

The research has six chapters that make up the complete thesis. The introductory chapter includes literature review, conceptual framework research methodology, data analysis and findings, result discussion, conclusion, and recommendation.

Chapter 1- Introduction- contains the introduction, background of the study, research aims and objectives, research questions, the study's significance, the scope of the study, and research structure. This section gives an overview of this research study with a clear definition of the aim and objectives met in this study.

Chapter 2: The literature review contains an in-depth literature review, identifying the research gaps on business model innovation and change management.

This research addresses several factors that influence the business model innovation and focuses on the concept of innovation and organizational performance and its impact on the Nigerian travel sector. A conceptual framework was designed after examining and observing these concepts using existing works of literature.

Chapter 3- Research Methodology-- includes the justification of chosen research philosophy, research approach, research design and method, data collection methods, sampling methods, reliability, validity, and limitation of this study. A mixed embedded method research method is adopted to address the objectives of this research study by drawing on the potential strength of quantitative and qualitative findings to obtain a comprehensive understanding.

This study adopts research instruments such as survey questionnaires and semi-structured interviews addresses these objectives.

Chapter 4- Quantitative and qualitative Research Analysis- The findings are from the data acquired and the hypothesis drawn from the survey. Quantitative data was collected using a survey questionnaire to address the second objective of this research.

The survey questions address several factors, demographics analysis, frequency and correlation analysis, regression analysis, and descriptive analysis.

The qualitative analysis comprises the findings drawn from the data acquired from interviews. Qualitative research data was collected through semi-structured interviews using thematic analysis to analyze the semi-structured interview.

Chapter 5-Discussion of results-Contains an in-depth discussion of the research findings backed up by evidence (Primary and secondary data). The results of the data collected are critically analyzed, discussed, and examined if the findings meet the research objectives. Furthermore, the findings discussed are related to existing literature regarding this study.

Chapter 7- Conclusion and recommendation- It consists of summarising the research findings, contribution to knowledge limitation of the study, the firm's recommendations, future research, and contribution to theory, practice, and knowledge. Which includes the contribution to theory, contribution to theory, contribution to practice and further recommendation for the Nigeria Travel sector. This chapter gives detailed recommendations, including the designed change management framework and other contributions.

1.12. Chapter Summary

This chapter highlights the significant areas necessary to address the gaps in this research. This chapter also shows the necessity for various research areas as the importance of travel agencies, which cannot be over accentuated as a trend of multiple challenges rises in the technological sector, marketing sector, business operation, and another sector in the travel industry. The research shows the importance of business model innovation as a powerful strategic innovation tool and how it can develop Nigeria's newly established travel industry. Furthermore, its academic research focuses on developing a change management framework that contributes to the research world to help build future research on business model innovation and what kind of change management framework is suitable for improving effectiveness and organizational performance. The top priority is to cover the research gaps on business model innovation and change management framework based on improving corporate performance.

Chapter 2 – Literature Review

2.1. Introduction

The competitiveness of a tourist destination is undoubtedly a decisive element in its development and growth. The contemporary dynamics of adopting innovative approaches to promote appropriate conditions of competitiveness. Going beyond traditional company-level strategies to involve destinations understood as product systems at the territorial level and as active agents of development (Baojun and Tian, 2018). Understanding the competitiveness factors of tourist destinations and the more traditional approaches to their ability to deal with them becomes crucial to fostering tourism development and benefiting from it. In particular, it is a question of leveraging the differentiating factors of the individual territorial realities through the mobilization and participation of all actors, of a public and private nature, which influence tourism (Christensen et al., 2015).

2.2. Innovation as a bedrock

Most research focuses on technology innovation and how it has transcended and revolutionized the world. Beyond innovative knowledge, ideas and strategies are the basis of innovation. Xue et al. (2019) stated that innovation was derived and fathered through perspectives based on the knowledge component by combining them through broad and specialized knowledge or invention transformed into outputs.

Innovative strategies are the bedrock of organizations in today's global economy, often used to create value and improve performance and competitiveness. An organization's strategy influences the internal and external environment is influenced by an organization's strategy and vice versa (Bukirwa and Kising, 2017). However, innovative strategies adopted by organization differs from one another. Innovative strategies affect the innovative capacity of an organization which influences organizational performance. The importance of innovative strategies is emphasized by Malika and Kising (2019) and Elbaz et al. (2018) as a factor for growth and sustainability. Njagi and Gachunga (2017) further identify the change in the external or internal environment as a trigger for the need for an innovative strategy.

Furthermore, an inimitable strategy increases competence ad capability, providing a long-term effect. Atewamba and Boimah (2017) stated that these strategies could comprise transformative ideas, strategic decisions, information, and knowledge suitable to increase competitive advantage, sustain growth, and add value. An organization's resources, capability, and competence affect the strategy adopted (Akpan, 2019).

2.2.1. Innovation as a process

Wiprächtiger et al. (2019) define innovation as introducing an idea to a new or existing product or service, gaining specific momentum with the end goals to benefit the social system. It works on adopting a new idea or approach to achieve or perform new behaviour as a product of innovation using the theory of Diffusion of Innovation (Plambeck and Ramdas, 2020). In a competitive workplace, product/service needs to set the design of products and services aligned with the target population's characteristics and needs, promoting the innovation strategy meeting the challenges in a competitive workplace (Weigert, 2018).

There is no product and /service without a process. Innovation is sometimes triggered from a moment of inspiration influencing organizational performance and growth (Marques. H et al. (2021). However, innovation is achieved in several ways; this can be services offered to the customers, how a product or service is distributed, and how it relates to other organizations (for example, strategic alliances). On the other hand, innovation is not based solely on ideas. More frequently, it occurs by implementing minor improvements in products or processes: continuous improvement. The results are often set as an indicator of an innovative company: new products, perhaps because it is what the organization is the consumer or customer can visualize. However, the processes that must be passed internally to obtain the result are not considered (Al-Azzawi and Hasan, 2019).

Therefore, innovation must occur as a process because it covers all the company's operations. The process makes it possible to combine technical, financial, commercial, and administrative capabilities and, in turn, allows new and improved market launches. Products or processes gives firms competitive advantages. The above is re-iterated in the Oslo Manual, which states that innovation activities include all the scientific, technological, organizational, financial, and commercial actions that lead to innovation (Beard and Burger, 2017).

those that are ongoing and carried out within projects are cancelled due to lack of viability since the last favour strengthening innovation capacities. Innovation adopts the use of new knowledge or a new combination of existing knowledge. According to the Oslo Manual, obtaining new knowledge is done through activities (Brynjolfsson and McAfee, 2011).

Therefore, identifying the innovation activities adopted by a sector or that have not yet been discovered takes tremendous importance since they continuously modify the perspectives for the image of new industrial activities and the circumstances of entry-exit of companies to the industry.

These transformations initiate new competition mechanisms among companies that develop the sector's structural conditions and define and redirect their technological trajectory because there are diverse patterns in the propensity to develop determines the pace of evolution and economic growth of the sectors of the economy (Brynjolfsson and McAfee, 2011).

2.2.2. Innovation management as a process for Tourism

Antonio Hidalgo Nocera(2016) states that the innovative factor has become a strategic factor that allows the company to improve its competitive advantage since its absence produces a severe insufficiency to generate new products and processes. Organizations must incorporate into their strategic actions to manage the so-called innovation processes to acquire a greater capacity for adaptation. Above all, the possibility of anticipating and even causing ruptures that empower them to renew their competitive advantage some (Al-Azzawi and Hasan, 2019). The above is linked with the organization's management to develop in the face of change (both corporate, environmental, technical, and technological) since it causes different sectors' effects. It is the way of incorporating these processes, and the results obtained will depend on its capacity for innovation, obtained through familiar sources of information used to innovate. On the other hand, the nature of innovative activities varies considerably from one company to another. Innovation is contingent and may vary from organization to organization, country or industry, size, strategy, and innovative experience.

In some firms, innovation is associated with introducing a single change, while innovations are generated through progressive changes that are part of a significant change. However, it is not just about innovating successfully on rare occasions. Innovation requires constant awareness and willingness in the tourism sector towards achieving greater efficiency that allows it to transfer new ideas to products and services quickly and distribute them among new customers (Beard and Burger, 2017).

In organizations, innovation processes are characterized by informality because they generally do not enrol in planned processes or obey strategic technology management and innovation. It originates in adapting imported technologies in response to customers' needs or market opportunities (Atewamba and Boimah, 2017). The organizations that will gain relevance in the future will be those that discover how to harness people's enthusiasm and learning capacity at all levels of the organization. As part of the knowledge and learning processes, the ability to innovate in organizations must not be considered an individual skill or the sum of various individual skills. It can be perceived as "a social capability shared by social actors who are part of many relevant practices" (Duignan and McGillivray, 2019).

The process of generating ideas (creativity) and its implementation (innovation), that is, the use of ideas and suggestions from employees in the organization, has become a competitive advantage. That is why the company's culture, senior management, and business environment influence the innovation process. For an organization to be more innovative, it needs a culture to achieve these goals (Brem et al., 2017). However, if the company continues to operate with rigid planning systems, communicate functional areas, absence of multi-functional teams, and multiple levels of approval, mechanisms of inadequate control and evaluation methods and reward systems. This way, it is possible to justify and understand that innovation must become part of the daily routine. It must be present in all areas and each organization's actions (Al-Azzawi and Hasan, 2019).

This study also highlights the management of innovation that must be carried out within the organization, understanding that the innovation process is not isolated from its other processes and systems. However, instead, the innovation must be integrated into them and guided by the company's strategic management (Ceptureanu, 2015). Therefore, innovation management must adopt a global approach, which includes leadership, learning, organizational culture, structure, measurement or monitoring of results, surveillance or competitive intelligence, the establishment of cooperation networks and alliances, the definition of an innovation strategy, human resources. The company can establish highly sophisticated and improved innovation processes. However, if these are not accompanied and reinforced by all elements, the process's results will be restricted (Brynjolfsson and McAfee, 2011).

From there, they derive, as crucial elements of an innovation management model, the innovation strategy and culture, the search and selection of the best opportunities, execution, market launch, continuous learning of information technology process, and skilful leadership to maximize the benefits of new and better ways of working. The everyday activity seeks to protect and stabilize existing strategies, competencies, and resources, while innovation initiatives seek to develop and apply a different set of strategies, skills, and resources (Brynjolfsson and McAfee, 2011). In recent decades, the sector has received a notable boost, favoured by the development of technology and communications, which has allowed it to expand its spectrum of activity towards other sectors and markets with innovative products (Brem et al., 2017). On the other hand, technological development has produced the variant of printing's net activity of communication activity and has demanded new skills and abilities in business management (Atewamba and Boimah, 2017).

Therefore, the dynamism of the environment in which graphic communication is immersed and incorporating new technologies into its production processes highlight the need to identify the innovation processes. Processes are carried out to develop new capabilities within the companies that compose it, supported by individuals capable of responding to everyday situations through the application of knowledge. Over time, this sector generates innovative processes and strategic incorporation of technologies (Al-Azzawi and Hasan, 2019).

It is described that the industry in the last decade showed a significant dynamism in the country's productive environment. It has been tackled by technology. Its managers and administrators have successfully overcome the challenges imposed by the digitalization of production processes, the national and foreign markets' demands, and the country's greater commercial integration. For innovation, the change and the adequacy of the management model have been preponderant factors for the results obtained (Chen and Kharabsheh, 2019). This technological development led to a crucial change in the sector, where its emphasis was on technological advancements. Later it became a communication activity, which led to a change of mentality amongst managers and administrators in the acknowledging of the business, in its management, and the challenges consist of implementing the new industrial procedures and demanded new skills and abilities in business management (Beard and Burger, 2017).

The companies' managers found it challenging to rethink or "update" their management strategies traditionally used in the technological phenomena. Therefore, they had to accept the change and implement it as soon as possible, transforming all management criteria in all company areas through organizational structures, modes of operation, production processes, and relationships with staff (Beard and Burger, 2017). The technological benefits indicated reducing the time in delivering the product, higher quality, and a low cost, highly ecological and innovative (Beard and Burger, 2017).

2.3. Types of Innovation

2.3.1. Process Innovation

Process innovation is a commonly used innovative method the organization uses, mainly determined by consumers' needs and wants (Atewamba and Boimah, 2017). David et al.; Akpan (2018; 2019) defines *innovation* as using a new idea or technology to an existing product or service, making it an improved version of the existing service benefiting the community. Furthermore, Bukirwa and Kissing (2017) determine the process innovation to combine inputs to get outputs and deliver these outputs to prospective users (market), designed to cut production costs and increase service. However, in their findings, Carlborg et al.; Kim and Mauborgne (2014; 2015) identify product and process innovation as the least understood form of innovation and is best understood under manufacturing rather than marketing.

Khandelwal (2016) identifies Tata groups focusing on computational research laboratories (CRL) developed as the fourth fastest computer, sustaining 117.9 trillion floating per second in 2007. Another example is Henry ford's exceptional innovation. A moving assembly line was invented to shorten the production duration of a single-vehicle from the timeframe of twelve-hour to ninety minutes.

2.3.2. Product Innovation

The pressure to innovate the business environment to improve products and services to enhance profitability and gain competitive advantage has led to the innovation of effective products today. Well, et al., Baojun, and Tian (2016; 2018) defines *product innovation* as initiating a new and improved good or service with improvement in s feature or use, including material, knowledge strategy, component, or material. A new knowledge idea or method can include new knowledge or technology with the existing one. Carlborg et al., Kim and Mauborgne (2014; 2015) states that product innovation's objectives are customer satisfaction.

However, researchers like Foss and Saebi (2017) identify competitive dynamics as a significant factor influencing product innovation and its effect on firms' performance. Product innovations like Fitbit, Amazon, Kindle, digital camera resolution of Apple's I-phone 11 are classic examples of product innovation. Researchers like Wirtz et al. (2016) observe consumers' regrets in product innovation and consumer-to-consumer. Well, et al.; Baojun and Tian (2016; 2018) observe the optimal effect of quality on a firm's productivity. Carlborg et al.; Kim and Mauborgne (2014; 2015) identify the best sector suitable for understanding and implementing wholesale and retail companies.

2.3.3. Technological Innovation

Carlborg et al.; Kim and Mauborgne (2014; 2015) state that technology innovation was a valuable tool by several organizations to create value and promote sustainability. Foss and Saebi (2017) analyze technology innovation's effectiveness in organizations' business strategies or models. Jiang et al.; Akpan (2017; 2019) examines how technological innovation has widely spread and improved economic development on a large scale and influenced several strategies and improve organizational and market structure and mainly affects a firm's performance and identify different strategies influenced by technological innovation). This form of innovation has attracted researchers, engineers, and government scholars (Bukirwa and Kising, 2017). Technology innovation is the most significant and widely used innovation. It includes a touch mouse by Microsoft, an improvement of the 5G network, and another wearable tech.

According to Elbaz et al. (2018); Sunarta.I, Rohman.A and Kadar. W (2020) state that technological innovation improves demands responsiveness, resource renewal, and labour initiation. Technological organizations (hardware, software, and operating system) and information and communication technology-based organizations use technology innovation to promote productivity. According to Ceptureanu and Ceptureanu; (2015; 2015), technology innovation can affect the dynamic behaviour of firms.

However, Ceptureanu, Atewamba and Boimah (2015; 2017) identify technological innovation as not fully effective in certain areas or countries due to some barriers such as the regulatory environment of developing countries that lack the enabling tool for stability, policies, and sustainability of technological innovation. Also, other factors include market barriers lack of funding for technological innovation in most developing countries (Baojun and Tian, 2018; Ceptureanu and Ceptureanu, 2015).

2.3.4. Red Ocean Innovation

It is one of the few uncommon types of innovation that researchers have not studied. Carlborg et al.; Kim and Mauborgne (2014; 2015) state Red Ocean is often referred to as the market space in existing firms today. Red ocean innovation is derived from the red ocean strategy, which according to Elbaz et al. (2018), is intensely competitive, unlike the blue ocean strategy where there is no competition. However, according to Foss and Saebi (2017), the rise of the red ocean strategy is due to the recent studies that have proven that the blue ocean strategy eventually turns red due to fast entries of competitors and the use of diverse, innovative strategies.

The constant competition in the business environment challenges the organization to stay competitive due to an increased desire to increase market share, profitability, or revenue. However, According to Carlborg et al.; Kim and Mauborgne (2014; 2015), the red ocean, according to the colour perception, symbolized an open and cut-throat competitive market while the blue ocean focuses on developing a strategic framework to stop rivalry (Baojun and Tian, 2018).

2.3.5. Service innovation

Wirtz et al., 2016; Akpan, 2019; Jiang et al., 2017; Xue et al. (2016; 2019; 2017; 2019) identify service innovation as a significant source of competitive distinction amongst the market or firm. Researchers like Carlborg et al.; Kim and Mauborgne (2014; 2015) have studied and examined service innovation as the primary key for differentiation or a strategic tool for adding value and setting apart a firm or an organization from the rest. The main focus of service innovation is to deliver excellent customer value, using innovative strategies to sustain competitive advantage in the demanding market. Obeidat et al., (2016); Yahiaoui et al., (2016); Wirtz et al. (2016) knowledge resources as an essential factor for innovation; however, service innovation knowledge is different from marketing or goods related knowledge (Kim and Mauborgne, 2015). It links service innovation with value proposition identifying the inability to identify capability and strategies relevant for a firm's service innovation, leading to constraints (Bukirwa and Kising, 2017; Jiang et al., 2017). For example, Burberry has included e-commerce and social media strategic tools to ensure that the new season catwalk orders a personalized version of clothes and handbags with fast delivery within minutes.

2.3.6. Marketing Innovation

Windler et al., 2017)(; Bukirwa and Kising'u (2017) classify the types of innovation as market and organizational innovation according to Schumpeter's theory of innovation, who according to Mahmutaj. L, Rocheska.S, and Krasniqi. B(2021);(Burnes, 2015) was one of the fathers of innovation. An example of marketing innovation is Haagen Daze's innovative eco-friendly and waste-free container. Nike is also an organization that uses marketing innovation to improve its brand.

2.3.7. End-User Innovation

This kind of innovation is solely experienced-based; it forms an idea of a strategy by users that significantly impacts the effectiveness. Baojun and Tian (2018); Njagi and Gachunga (2017) also states that end-users have brought about significant change as end-users provide feedback about their experience based on new product service. However, Atewamba and Boimah (2017) identify the significant development of the end-user engagement process and how new information, strategy, and product and service.

2.3.8. Open innovation

Moradi et al. (2021) stated that the idea of open innovation is to introduce businesses to a flexible and open process. Kim and Mauborgne(2015); Plambeck and Ramdas (2020) further states that it is prime concerned about using external knowledge to improve firm performance and internal innovation by combining tools and making a production successful. Njagi and Gachunga (2017) state that open innovation is the strategy in which organizations allow the flow of knowledge across their confines to improve capability and innovation. Windler et al. (2017) clearly define *open innovation* as a process that describes a firm's innovative strategy or process to an external actor, supplier, and consumer. It also uses three forms, namely outside in which is the transfer of external knowledge to the company inside out transfer of internal knowledge to the environment, coupled which is the combination of all (Bukirwa and Kising, 2017). An example of an organization using open innovation is General Electric (GE), collaborating between entrepreneurs.

However, a company that might use open innovation might not benefit because of the high competition in the market environment (Weigert, 2018; Malika and Kising, 2019). Malika and Kising (2019) also identify the power of open innovation, increasing competitive advantage, growth knowledge acquisition, and global partnership.

2.3.9. Channel Innovation

Khandelwal (2016) states that a delivery channel can be online or physical, but the strength lies in how well it can connect its product with customers. Khandelwal (2016) states it is concerned with delivering products and services to consumers. An example is Tesco Korea, which built a virtual store using QR codes, where customers can click the code of the product they want through the app as it gets saved in the cart and is delivered swiftly. It is a way of gaining more market share without the need for building expensive stores.

2.3.10. Disruptive innovation

Well, et al. (2016) identifies disruptive innovation as one of the four non-common types of innovation. That is also significantly important as it gets better because of sudden change, technological shift, and change in the market environment and not necessarily by investing in constant improvement. Windler et al. (2017) further state that the best tool for disruptive innovation best used is Alex Osterwalder's Business model canvas and Steve Blank's Lean Start-up methods, which are proven effective. Lopez. J (2015) identifies apple as an organization that uses disruptive innovation as Apple's entrance into the market, disrupting the mobile phone market. Other phone companies began seeking ways to innovate.

2.3.11. Radical innovation

Jiang et al.; Wirtz et al. (2017; 2016) emphasize radical innovation as critical for enhancing and influencing long-term competitive advantage. As stated by (Wirtz et al., 2016; Plambeck and Ramdas, 2020), the name radical is ground-breaking in nature and mainly focuses on making a significant change in existing services and product technology. Further (Kim and Mauborgne, 2015; Njagi and Gachunga, 2017) states that radical innovation is most likely to be productive when numerous feedback and information are collected from external entities exposed to strategic thinking and recognized the potential in the market environment.

(Witell, et al., 2016; Baojun and Tian, 2018) Demonstrates the impact and relationship on firm-level and the relationship between shareholders and managers as a dive for radical innovation. (Elbaz, et al., 2018; Malika and Kising, 2019) Identifies the gaps in radical innovation that to get a positive outcome from radical innovation, firms must address impending risks and challenges associated with radical innovation, namely uncertainties in results, the complexity of the process, and capital investment.

However, (Weigert, 2018; Burnes, 2015) used incremental and radical innovation interchangeably and focused on improving organizational performance. Examples of organizations using radical innovation, such as Netflix's innovative change in the market, have driven competitors like a blockbuster.

2.3.12. Frugal Innovation

According to (Malika and Kising, 2019), frugal innovation is a design innovation process that identifies and puts the citizens' needs in the developing world to make timely, adaptable, affordable, appropriate service products in an emerging market. According to (Wirtz et al.,

2016), the idea of frugal innovations built around social enterprise encourages entrepreneurship.

Duignan et al. (2019) state that frugal innovation raises interest and helps build emerging markets; it has also found its way to develop the market and is referred to as reverse innovation (Foss and Saebi, 2017). Frugal innovation focuses on improving cost reduction, functionality, and performance level in developing firms and is tailored or less. Frugal innovation, however, gives developing firms a strategic way to sustain and improve in their own time (Elbaz et al., 2018).

Nevadan states some examples. (2016) China's Haier Washing Machine 'Mini Magical Child,' Ghana's Toyota charcoal stove, India's TATA Nano car. It provides products or services associated with the emerging market at an affordable price. It is creating more with less.

As stated below, Greg Satell (2017) Figure 1 clearly defines four types of innovation and categories its impact on the market and technology newness based on high and low impact. Figure 1 shows that sustaining innovation has a high impact on the market. However, low impact on technological newness also shows incremental innovation has a low impact on the market and low impact on technological newness. Figure 1 further shows that disruptive innovation impacts the market and highly impacts technology newness. Radical innovation has a low impact on the market and a high impact on technology newness.

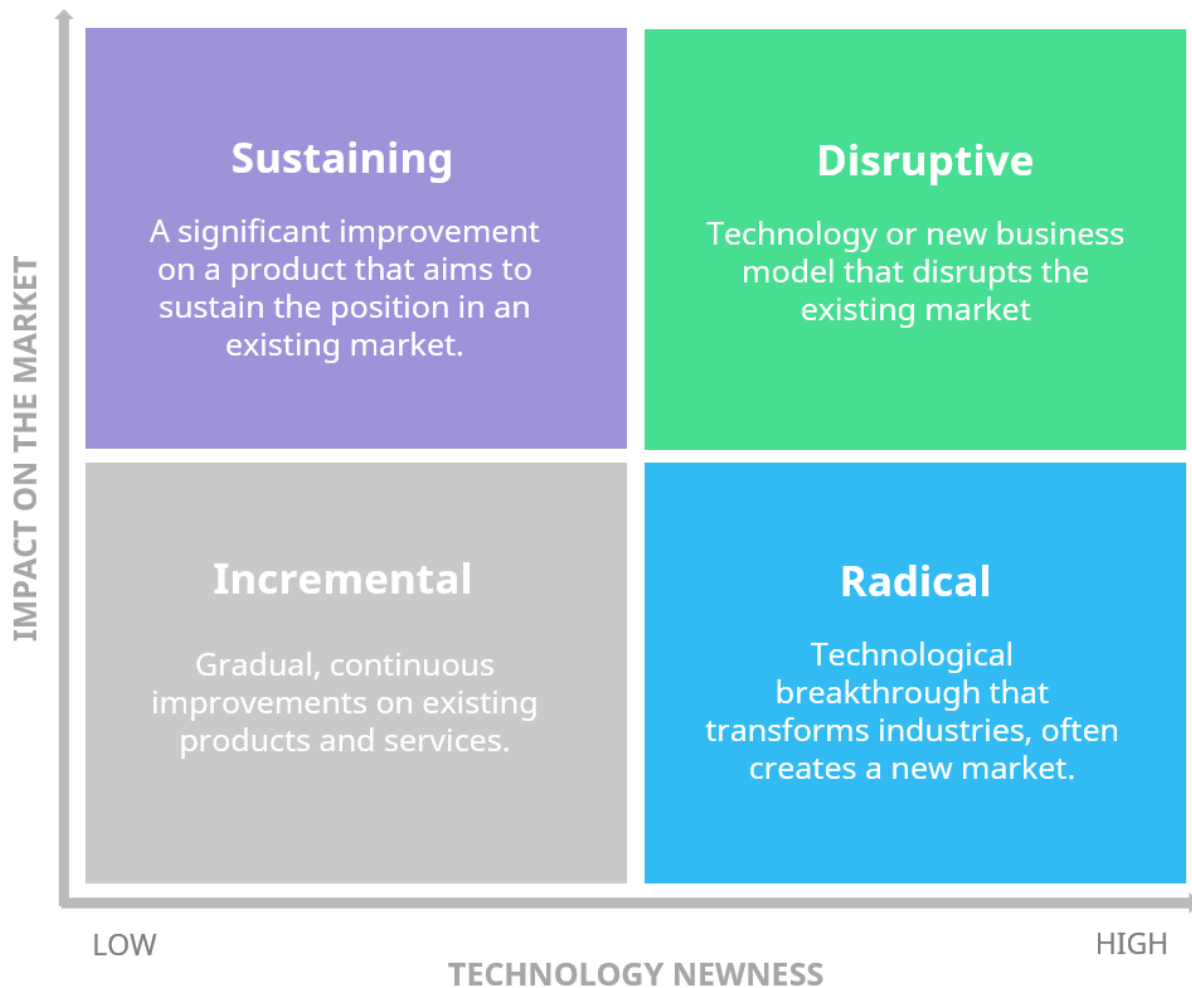


Figure 2:1: Types of Innovation. Source: Greg Satell, 2017.

2.3.13. Basic research

According to (Foss and Saebi, 2017), it is also a form of innovation developed and formed through time. These innovations are path-breaking and used by some large innovative enterprises like IBM and Procter and Gamble, who research these researches. This research focuses on searching and creating a new path or new way to improve and invent other growth strategies.

2.3.14. Sustaining Innovation

As the name denotes, it focused on sustaining the current innovative strategies. (Weigert, 2018) It is also the bedrock of most innovative firms as they seek to improve their existing market strategy and capability with a clear idea of the problem and tools for solving them, including strategic road mapping, use of traditional research and development labs, improvement of skills

and strategies. Wiprächtiger et al. (2019) identify sustaining innovation as productive and cost-effective using the same strategy to approach the market; it is some worth incremental (Elbaz et al., 2018). An example of organizational innovation can be identified with the company that allows their workers to work from home and save cost (i.e., Starbucks headquarters in London). Pfizer's pharmaceuticals are also a good example is one of the world's largest pharmaceutical firms that have been successful with different vaccines and medications like Viagra, Lipitor, Zithromax.

According to (Obeidat et al., 2016), organizational innovation involves redefinition or a total change in organizational practice that can come through different means like newcomers and new innovative ideas. Plambeck and Ramdas (2020) also identify organizational innovation based on redefining innovative activities or coordinating the development and firm's performance. In addition, organizational innovation is crucial for improving achievement and is affected by organizational climate, employees' creativity, and organization goals and visions (Chen and Kharabsheh, 2019).

2.3.15. Breakthrough innovation

It is an intensive, innovative search for discoveries and breakthroughs used to transform the innovative market. Plambeck and Ramdas (2020) state that open innovation is suitable in the field as it aids the exposure of the problem to several skill domains. This innovation addresses the difficulty of solving a domain, but it might not be challenging when applied in other domains. Windler et al. (2017) state that breakthrough innovations are used by introducing new product designs or improved quality of a current product or service. A breakthrough product possesses incremental quality more excellent than the previous product, design, or service briefly. Apple iPhone can be considered a breakthrough innovation technology and led light, LCD screens, several breakthrough innovations happen in the health sector.

2.3.16. Incremental innovation

Plambeck and Ramdas (2020) state that innovation, unlike radical innovation, needs information related to minimization of cost to adapt to the environment focus on breakthrough and incremental innovation as the relationship between these forms of innovation is emphasized (Jiang et al., 2017). Example of incremental innovation is Gillett, who started with a single blade but is now one of the top amongst competitors, Coca-Cola, Cadbury is also examples.

2.3.17. Supply chain innovation

Supply chain innovation is necessary for gaining competitive advantage, risk management, and adaptation. As stated by (Windler et al., 2017; Wirtz et al., 2016), any firm's success is developing its ability to transform and adapt its supply chain to customer needs and want turn mean supply chain competence to determine firm performance. Atewamba and Boimah (2017) qualify supply chain innovation as the backbone of every organization. Supply chain innovation also addresses market complexity, and a chaotic supply chain negatively affects the firm. According to Forbes (2018), BASF is one of the largest chemical companies with a dynamic and constructed supply chain where one operation's by-product is converted to material for another.

Kim and Mauborgne (2015) identify the supply chain component as network structure technology and business process, influencing operative performance more than market performance. However, (Kim and Mauborgne, 2015)opposes this by stating that the supply chain relationship results from supply chain innovation that focuses on improving supplier and manufacturers' performance, impacting market performance, and leading to business transformation. Obeidat et al. (2016) state that supply chain innovation only focuses on manufacturing and marketing. Foss and Saebi (2017) define supply chain innovation as" *integrated change from incremental to radical changes in product, process, marketing, technology, resource or organization. Which are related with all related parties, covering all associated functions in supply chain and creating value for all stakeholders*" (Njagi and Gachunga, 2017).

2.3.18. Manufacturer innovation

According to Windler et al. (2017), this innovation focused on selling a better quality to customers, i.e., wireless ear pods faster computers. The manufacturer must, however, enough funds have. Wiprächtiger et al. (2019) state it involves using new technology and market knowledge to create a dynamic manufacturing strategy to achieve commercial success. Other sources focus on ten types of innovation proposed by Keeley et al. (2013), which will be festive to utilize.

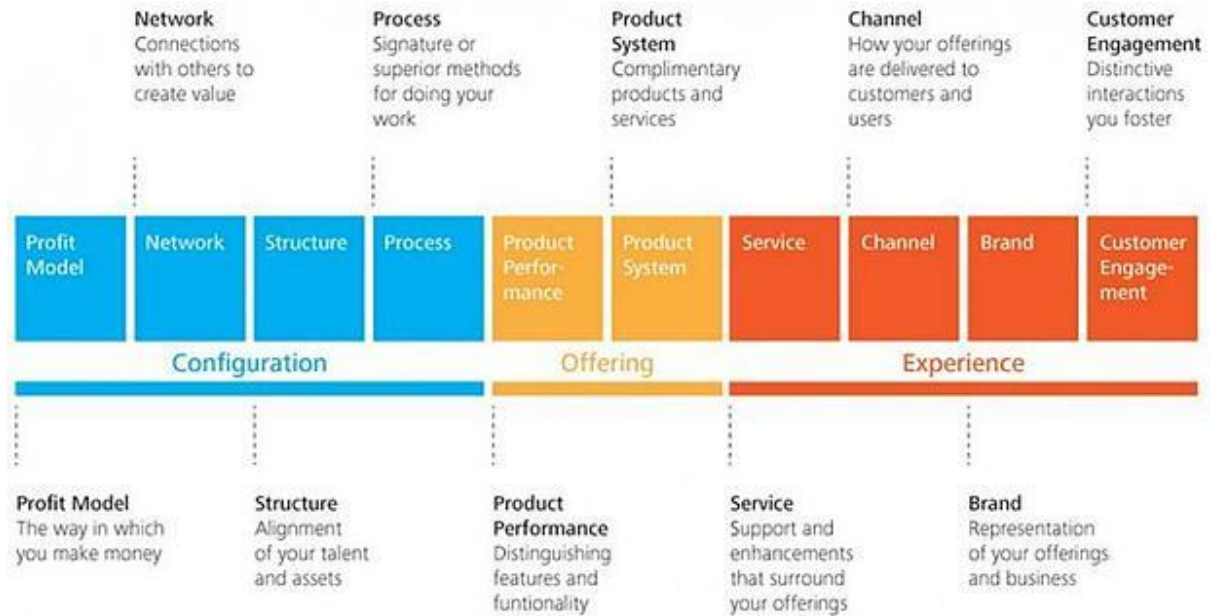


Figure 2.2: Ten types of innovation. Source: Keeley et al., 2013.

Figure 2 above gives a broader view of the types of innovation and what they comprise. The framework developed by Keeley et al. (2013) aims to address all fundamental aspects of a firm. Doblin (2018) suggests types from industry methods. These include innovation:

- Profit model: In what way is money made
- Network: In what ways do the company connect with others to produce value
- Structure: In what way does the company organize and align its talent and assets
- Process: In what way does the company use unique or advanced methods to do its work
- Product performance: In what way do the company develop distinguishing features and functionality
- Product system: How the company generate corresponding products and services
- Service: How does the company support and intensify the value of its offerings
- Channel: How the company provide its aid to customers and users
- Brand: In what way does it characterizes the company aids and business
- Customer engagement: In what way does the company foster compelling interactions?

2.3.19. Business Model Innovation

The business model is a crucial road map for success, guiding the pathway to any organization or firm's success. Obeidat et al. (2016), Bocken.N. Gerats.T (2020) refer to the business model as logic for creating value for business at a system level. Santa-Maria. T et al. (2021); Foss and Saebi (2017) also states that firm firms find it challenging to innovate. It explains how business model innovation can be managed and unravels how the BMI process works when integrated with critical events implications. Windler et al. (2017) business model innovation is fundamental for entrepreneurship, mainly focused on the industrial, service sector, and tourism. A unique example of business model innovation is the IBM (International business machine) significant change from mainframe offers to customers to personal computers and now technical service. Amazon has also found a new strategy to develop direct relationships with distributors and customers through technology.

Several researchers view business model innovation as a new form of innovation with the primary goal of capturing value and value creation. The benefit of business model innovation outweighs other types of innovation (Snihur. Y &Bocken. N (2022); Snihur and Zott, 2013). An advanced business model has developed with the change management system, which shows advanced environmental awareness elements introduced by eco-tourism and a stable financial review. Technological development advanced travel facilities, global partnerships, operation management, increased customers, fast channels, and advanced infrastructure (Brem et al., 2017). The importance of BMI cannot be overemphasized.

It is the benchmark for competitive advantage value creation and value capture, which, as stated by (Yanfeng, 2015), is one of the primaries. Mechanic (2014) states that BMI is sometimes misunderstood and not effectively exploited. A good BMI should not be imitable, add long-term value, and be used as a competitive tool to create a new market and exploit prospects in the existing market is not about copying or remodelling.

It is about producing a new instrument to create value and acquire resources (Mechanic 2014). Changing only one element can result in a significant change resulting in business model innovation. Verma and Bashir (2017) state that [...] designing a new, or modifying the firm's extant activity system – a process which is referred to as business model innovation [...]" (Amit and Zottu, 2010, p. 2).

Briefly, business model innovation can occur by subsequently making minor changes in the element, which can lead to a dynamic breakthrough; this can involve a change in strategy, tactics, operations, elements, and models.

Table 2.1: Business Model Elements and Summary

Table 2.1 highlights the element of every business model, and the description explains the functions of these elements.

BM dimension	Osterwalder and Pigneur's (2010) BM parameters	Description
Value proposition	Offering (BM1)	Bundle of company's products and services that are of value to the customers
Value delivery	Customer segments (BM2) Customer relationship (BM3) Distribution channels (BM4)	Target customers segment to be reached by the BM (the link established between the company and its customers) Means of interacting with the customers and delivering the offer
Value creation	Key activities (BM5) Essential resources (BM6)	Core activities required to create value for customers Core resources/capabilities to accomplish activities essential to create value
Value networking	Partner network (BM7)	Supportive work between two or more companies to generate a shared value for customers
Value appropriation	Revenue stream (BM8)	The way a company makes money through a range of revenue mechanisms

	Cost structure (BM9)	Illustration of all costs earned to operate the model
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Source: Kim and Mauborgne,(2015); Akpan,(2019)

Table 2.2: Definitions of Business model innovation by several authors

Table 2.2 shows different definitions of business model innovation from different authors. This table shows the similarities in the definitions of business model innovation.

Source	Definition
Afuah. (2014)	<i>“To define a business model innovation, first define a business model and innovation. A business model is a framework or recipe for making money—for creating and capturing value. Innovation is about doing things differently from the norm. Therefore, a business model innovation is a framework or recipe for creating and capturing value by doing things differently”.</i>
Santa-Maria.T (2021)	<i>“A BMI can either be a formation of new business model as a start-up, the alteration of a current business model, a diversification into an supplementary business model or acquisition of an existing business model”.</i>
Souto, (2015). Ezepue. (2017)	<i>“Business model innovation may be defined as a new configuration of what is done in the company and how it is done to provide a new value proposition. In other words, it is the new or significantly improved system of activities required to generate a new value proposition ”(Souto, 2015:145).</i>

Geissdoerfer et al. (2016)	<i>“Business model innovation describes either a process of transformation from one business model to another within incumbent companies or after mergers and acquisitions, or the creation of entirely new business models in start-ups.” (p. 1220)</i>
Ambroz.; Omerzel. (2017)	<i>“Business model innovation is a systematic procedural activity that can enable the organization to perform in new markets, with new customers, capturing different positions in the market, and offering the new value to existing customers”.</i>
Ibarra. D et al. (2020)	<i>“BMI deals with the discovery of new and substantially different modes of value creation, value delivery, and value capture in an existing business, thus allowing firms to respond quickly to market opportunities, commercialize innovations through new business models, redefine existing markets or create new ones”.</i>
Bashir.; Verma. (2017), Massa and Tucci, 2014	<i>“Business model innovation has also been described as the process that involves finding a novel way of doing business results in reconfiguring value creation and value capture mechanisms”.</i>
Tian. ; Zhang. , Yi., and Cao. (2019)	<i>“As an essential source of enterprises' core competitiveness, business model innovation creates value by discovering new opportunities, new markets, and new profit-making methods”.</i>
Spieth., Laudien, and Meissner. (2020);	<i>“Business model innovation activities can range from incremental changes in individual components of business models, an extension of the existing business model, introduction of parallel business models, right through to disruption of the business model, which may potentially entail replacing the existing model with a fundamentally different one.” Pg. 324</i>

2.4. Business model canvas

Wannakrairoj. W, Velu. C(2021); Obeidat et al. (2016) identify various business model approaches: service-oriented, network-oriented, and user-driven. These approaches are broken into the business model canvas elements. The three main goals of the business model are valid creation, value capture, and value sharing. Elbaz et al.(2018); Njagi and Gachunga (2017) identifies value proposition as an element that targets the customer's need. In the online Nigerian tourism industry, bookings have proliferated and become a vital layer in the travel sector associated with companies such as Trip Advisor. They have a similar business model canvas with other Nigerian Tourism industries.

Figure 2.3 is a business model canvas highlighting the key elements Company A focuses on (Optimal travel and logistic) and gives a comprehensive breakdown of the key partners, key activities, value proposition, customer relationship, customer segment. This gives a broad view of the internal and external operations of the Company A operations.

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
Travel agents / partner Airlines Hotel Properties(i.e., Airbnb) Rental car companies Service enablers: Technological partners Search engines software developer Visa Admissions technical staff	Platform: database, , manage network activities, grow customer chain Customer experience and support: Tour guide, visa, and admission assistance customer acquisition, social media facilitation, content creation	Traveller: end to –end Pre-trip: Booking platform, available information on bookings and travels During travel: Available travel information Post trip: memories of travel, travel vouchers For visa assistance:	Virtual tour Hotel bookings Exceptional customer service Advertisement. Online booking available	Hotels: All property types Four-to-five-star rating hotel and Airbnb Amenities and facilities Travellers: Online travel agents Booking details, Free visa registration Employment opportunities i.e., restaurants, independent tour operator,

	Key Resource	For Visa processing and advice	Channels	tourist attractions
	Hotels Airbnb Skilled staffs Global networking Visa and admission advice and service Web, mobile app, app development Customer database	For admission process: Admission processing and advice Online Travel Agents: Access to customer	Face to face meeting Social media	
Cost Structure		Revenue Stream		
Platform; IT, software, and development Marketing Referrals, advert (online, TV and commercial adverts) sales Balance Sheet		Visa assistance Admission assistance Airbnb Advertising and other revenue Online travel agents Commission incentives, Online platforms		

Figure 2.3: Company A (Optimal travel and logistic), Business Model created by Author

Figure 2.4 highlights several components of Company B (Efficacy travel) alongside company B's business model elements, showing its operations on an internal and external level.

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
Travel agents / partner Hotel Properties(i.e., Airbnb) Rental car companies Service enablers: google, map. Yelp, local cab companies, software developer	Platform: database, Community Building: customer acquisition, social media facilitation, content creation	Traveller: end to –end Pre-trip: Booking platform, available information on bookings and travels During travel: Available travel information Post trip: memories of travel, travel vouchers Online Travel Agents: Access to customer	Face to face encounters Advertisement, word of mouth referrals Channels Face to face meeting Social media	Travellers: Online travel agents Small businesses: i.e., restaurants, independent tour operator, tourist attractions
	Key Resource			
	Web, mobile app, app development Customer database			
Cost Structure Platform; IT, software, and development Marketing Referrals, advert, and face to face sales		Revenue Stream Airbnb model Advertising and other revenue Online travel agents Commission incentives, Online platform		

Figure 2.4: Company B; Efficacy travel business model (Created by Author)

The above tables discuss the business model of Company A and Company B using Figure 2.3 and Figure 2.4 above to give a broad understanding of the operations of both companies. It can be seen according to Figure 2.3 that Company A integrates visa application and university admissions with its business model, making company A business model more advanced and multidimensional. This requires more strategic and innovative ideas and aids effective partnership and collaboration. Company A integrates more innovative skills and techniques such as improving advertising, embracing online platforms, and diversifying. However, Company B, according to Figure 2.4, still struggles seems to only focus on travel and also focuses on the mouth-to-mouth form of advertising and traditional way of operations. However, this shows Company A is more flexible and adaptive to an innovative environment.

2.4.1. Impact of Business Model innovation on Organizational Performance

According to Dupont (2014), Roschmann. Erny.M& Waner. J (2022), a business model framework is a theoretical structure for establishing elements, relationships, representation, and business classification. Most organizations today focus on developing new products and improvement services, and constant business model innovation has been identified as a tool for ensuring competitive advantage (Carlborg et al., 2014; Foss and Saebi, 2017). The certainty of the new entrants' success is growing high. The unexpected success can trigger other organizations to improve their business model, innovate their business model, and end to imitate (Njagi and Gachunga, 2017). Foss and Saebi (2017); Akpan (2019) states that the collapse of several Nigerian airline operations is based on unfavourable business circumstances. The operations of the travel sectors have manipulated the business model due to intense competition, like bankruptcy fraudulence.

Xue et al. (2019); Atewamba and Boimah (2017) are based the value and importance of business model innovation based on the commercialized new idea and technologies using the business model the factors that affect the business model innovation, which makes it a significant factor of organizational sustainability. The travel sector's operating model differs from other organization types, so does its business model. Wannakraijoj. W, Velu. C(2021); Obeidat et al. (2016) identified an internal factor affecting travel agencies as the organizational learning ability to learn and adapt and be flexible to environmental change, develop goals, improve the organizational system, and help strategy for the travel sector. The effect of e-commerce and internet performance has led to fraudulence (Kim and Mauborgne, 2015). The external factors affecting business model innovation involve the rise of competitors and consumer demand on business (Weigert, 2018).

The effect of technology has strongly affected business model innovation as the internet has given rise to online competitors and customer access to compare prices and to book online without the help of travel agents (Ceptureanu and Ceptureanu (2015); Akpan, (2019). The first stage to improving or building a business model is to adapt to the characteristics. The first step is understanding the various stages of the business model canvas to improve performance (Njagi and Gachunga, 2017). The merit of BMI on organizational performance is the unique transformation process that creates a new way of creating value by revenue innovating ways value proposition (product, service) and pricing model of an organization (Ceptureanu, 2015). Furthermore, business model innovation is a process of readdressing an existing industry or creating a new one as it is the process of redefining an organization's operations and boundaries (Foss and Saebi, 2017). A good business model innovation creates and sustains a competitive advantage that distinguishes a firm from its competitor's difference in revenue, product, and others to meet customers' needs and achieve overall organizational performance Plambeck and Ramdas,(2020). Furthermore, the external factors like market forces, government dogma, information technology, and internal factors are entrepreneurship and technological innovation, strategy, human resources, strategy, and organizational capabilities. Jiang et al. (2017) proves competence and enhance efficiency based on business model innovation (BMI) on product innovation performance increased competitive advantage when integrated with organizational innovation. Foss and Saebi (2017) state that BMI is a complex process. Business model innovation has been linked to the internet provided the critical method of efficiency in business activity.

Value Proposition: Firms have different business models, and the value proposition is the core of the business model canvas. Its stages focus on gaining customers or losing them. Developing a successful value proposition requires understanding the target market and its operations to create a unique operation with a unique selling point like identifying customers' needs. It wants (i.e., who is the target customer? Or what are their needs or budget? (Malika and Kising, 2019). The rise of e-online and e-commerce retailers like Jumia, travel start, travel den, travel beta, cargo, God's power travels, wakened, Jolie global Travel. Other e-commerce like Aeroport, and Dave travel, Zenith travel has led to low patronage of actual Nigerian travel agencies. They are easy and effective in booking flights, hotels, and tourism (Elbaz et al., 2018).

However, the online platform had been misused for fraudulent activities. The ability to strategically collaborate has raised an issue as Jumia and the travel agency is in partnership to create a dynamic framework to kick start something new; this type of strategy drives the market edge (Kim and Mauborgne, 2015).

The customer segment: World bank allocates money to develop tourism projects such as Nigeria, but Nigeria's marketing tourism and relaxation services and strategies have not proven effective (Burnes, 2015). Nigeria is the seventh-largest populated country globally with a large market as it states the most populated states out of Nigeria 36 states is Lagos, Abuja, and Ibadan. These states respond to customer differentiation Customer focuses on whom the value proposition is offered to the customer. It involves a different segment of people, business students, young people, and older adults. It involves the act of diversifying and inclusion (Ceptureanu, 2015).

Wiprächtiger et al. (2019) identify the customer segment help to shape the sectors such as cruise, hospitality, airline by integrating digital innovation to aid easy access in travel and hospitality sector shapes the values (Elbaz et al., 2018). The geographical location is essential to focus on customers like long-term travellers, tourists, budget explorers, trendsetters, resort addicts, social trippers, and shopaholics. Travel types like cheap e-commerce integrated travel where other facilities like hotels, restaurants cruising, and tour of vacation spots are offered at a reasonable price (Kim and Mauborgne, 2015).

For the travel, key partners involve who the firm is in partnership and collaboration. The customer relationship involves the connection and interaction between firms and customers. The channel is diverse ways to assess the customers. Key Partners such as hotel owners, property owners, lobbyists, car rentals, and others partner with the online travel sector like Jumia add value to the Nigerian travel sector.

Key activities are focused on supply sectors, activities overtaken by a firm to improve performance. The key activities that should create value capturing value provide a unique service that sets it apart from competitors. It consists of activities beneficial to improving innovation. Such activities include enhancing tourism schemes, observing external factors, improving customer support, providing excellent customer experience, platform growth, partnership, and enhancing technology (Foss and Saebi, (2017); Baojun and Tian, 2018).

Essential resources include tangible and intangible resources physical, financial, human resources; building a brand name is also a resource that adds to competitive advantage and revenue (Plambeck and Ramdas, 2020). Global network, user experience, hotel, location, number of skilled staff are also resources. The cost structure will require the payment of services provided by the various customer or specific donations, involving operational costs. The revenue stream will steam from management, guest payment to management, revenue from adverts on the website, vouchers, and coupons by restaurants and hotels (Ceptureanu, 2015)

2.4.2. Employees and managers' perspective of Business Model Innovation in Nigerian Tourism Industry

The advent of innovation has transformed the economy as knowledge and strategy in firms have transcended all expectations to maintain competitive advantage, improve knowledge, promote performance, create value, and develop breakthrough strategies. It determines the level of competitiveness and the challenges faced by small and medium firms in Nigeria, and the effects of performance as the heartbeat of an economic scheme (David et al., 2018). The tourism industry is one of the largest industries, a robust industry in the economy, which primarily operates using various services, playing a vital role in improving economic development. However, the idea as theory focuses their study on Nigerian Tourism Industry analyzing the year 2012 to 2014 market growth identify the increase of new entrant expand the level of competition, decreasing the market's attractiveness.

This focus on the management perspective of improving results by focusing on the three facets of Nigerian Tourism Industry managers, namely ability, motivation, and creating and fining opportunity to demonstrate the importance and impact the knowledge three facets of Nigerian Tourism Industry have on employees (Plambeck and Ramdas, 2020). Using Knowledge management theory focuses on the ability and motivation f managers to transfer knowledge to the employee and how it affects the Nigerian Tourism Industry's performance. The more robust and advanced the transfer of knowledge, the stronger the organizational performance (Jiang et al., 2017).

2.5. Mediating Factors Influencing the Development of Business Model Innovation.

This study identifies the key factors influencing business model innovation and its impact on organizational performance. Nigeria's travel sector has a global impact on the country's economy. Abimbola (2016) records the resilient growth of the Nigerian travel sector within years and how growth has generally improved the national Gross domestic product (GDP). These factors are identified to increase competitive advantage, sustainability, and continuous organizational development. Identifying these factors enables organizations such as travel agencies to develop strategic plans to combat setbacks or problems. These factors are internal and external.

2.5.1 Internal Factors

Internal factors affect the organization from within, and the organization controls it; this also affects how organizations meet their objectives and can also be controlled by the organization.

2.5.1.1 Organizational capability

Organizations come in different sizes, and all organization strives to improve and grow, and their need, motive, and strength differ from one industry to another. It classifies different organizations to be driven by different motives. Some are driven but achievement, some by security. The motivation of employees results in organizational performance, while innovation and knowledge management as the main determinants of organizational performance (Obeidat et al., 2016). The effect of inclusion on organizational performance involves transcending diversity management and accepting and considering employees' opinions based on organizational performance (Akpan, 2019). The performance-based management system's effectiveness is not a measure of a persuasive act for improving performance improvement. However, it does not make improper performance management only serves as a tool that increases the measured performance but differs in a public organization (Obeidat et al., 2016). Organization capabilities consist of processes, technologies, and human abilities to create and capture value. Organizational learning is a crucial factor for innovating a business model. It helps an enterprise realize and amend organizational blunders, precisely estimating and implementing existing organizational resources and capabilities, restructuring the organization, developing new dealings, increasing flexibility in uncertain future environments, and creating value to customers. It is relevant in improving BMI in the travel sector, acquiring knowledge skills, and adapting to change. Xue. L et al. (2019) state that an organization needs to build and implement its resources and capability to restructure the organization and develop competitive advantages.

They develop strategies that further improve performance, such as acquiring and transferring knowledge about new travel sectors knowledge. Skilled professionals improve marketing emphasize the favourite tourist attraction of cultural heritage e-commerce and online trade on travel and eco-tourism. It encourages staff to take an introductory course to coach and develop their skills and knowledge about the market environment. Activities such as skills development, recruitment and wealth creation, and marketing are relatively important, improving e- booking ticket reservations. To innovate the business model means improving, learning new concepts, training, developing staff, and adapting to changes from the external environment as a need for survival and growth (Atewamba and Boimah, 2017).

Another research focuses on managerial perspective and integrates technological advancement, linking technological adoption with organizational technology, a research gap that needed addressing (Foss and Saebi, 2017). It enlightens about technology's ability and the use of committed strategy, resources, and the problem faced during its adoption in the Nigerian

Tourism Industry (Baojun and Tian, 2018). Problems like political behaviour, duration, and the gap between managerial perspective and its effect on performance, managers must remain cautious in generalizing as there are different strategic decisions for different technological issues (Kim and Mauborgne, 2015).

2.5.1.2 Organizational strategy and culture

Knowledge management is considered the most effective strategy for improving organizational performance by examining the relationship between knowledge management, innovation, and organizational performance (Kim and Mauborgne, 2015). The positive impact of knowledge management and innovation is widely analyzed and stated as direct and indirect effects on organizational performance (Kim and Mauborgne, 2015). It focuses on organizational behaviour and commitment as a process that adds value by assessing the employees' behaviour to either contribute to the organization or is driven by sole gain and profit and the impact on organizational performance by identifying knowledge and skills as the bedrock of increasing performance alongside competition (Foss and Saebi, 2017).

Equator (2014) states that a booming tourism industry uses the right strategy, marketing concept, and ideology. It aids in utilizing skills to identify BMI opportunities and change drivers by analyzing different knowledge resources and flows. However, the rise of competitors and the constant shift in the market environment include the distribution system, market system, marketing system, e-commerce, removal of commissions.

The travel agency comprises several competitors, improving strategies such as eco-tourism, collaboration strategy, product diversification, innovation of traditional business model, adoption of new technology and ideas. Creating an effective website that is accessible and highlights the beauty of Nigerian culture competitors force organizations to innovate their business model (Brem et al., 2017). According to Xue (2019), the competitors' strategy can be imitated, or an alliance are formed as a strategy. Knowing the importance and value the cultural heritage, relics, museums, and several monuments bring to the travel sector attracting tourists is relevant to innovating the Business model.

It further clarifies that other factors like organizational climate impact organizational performance negatively or positively. A lousy climate can lead to setbacks in performance. The research focuses on how high commitment increases performance. The knowledge lies within employees' collective thinking in developing strategies that focus on employee motivation as a factor that successfully improves performance, identifying teamwork as a centrepiece of the

puzzle. He further states that the workplace uses a reward system to motivate employees to improve and encourage healthy competition (Foss and Saebi, 2017).

Using different theories could draw conclusions and recommendations on the leadership, environment, and atmosphere motivational tools. Besides, it shed light on leadership and imparted motivation (Carlborg et al., 2014). The main factor is the organizational strategy as the main driver as managing organizational performance is another subject of debate. It focuses on reviewing the numerous researches on performance appraisal and long-term performance management (Foss and Saebi, 2017). It identifies the error in another measurement of organizational performance and its impact of firm strategy on firm performance (Atewamba and Boimah, 2017). The views on resource commitment rather than intentions, drawing a hypothesis on the effect on the direct level of impact the firm strategy has on firm performance, and further significantly linked the communication, resources, practical training, and design as essential significantly necessary alongside designs, views of shareholders (Obeidat et al., 2016).

This examines organization culture as excellence which is a strategy hardly studied by any researcher, is regarded as a strategy used in the 21st century in a highly competitive firm or environment with the sole aim of increasing competitive advantage and improving business., It also includes good practice's regular and repetitive exercise (Ceptureanu, 2015).

However, it identifies Nigeria's organizational performance as employee performance, and strategy execution is limited to budget monitoring and annual evaluation. Giving little or no attention to employee performance and not considering employees' valuable assets involves several procedures, policies, and activities designed to improve performance (Bukirwa and Kising, 2017).

2.5.1.3 Finance and firm dynamics

Firm dynamics and resources are vital to engaging innovation; according to the new oxford dictionary, the word dynamics is used to define a process or system categorized by constant change or progress (Halverson 2013). Every firm depend on resources to be able to engage business model innovation. A firm's dynamic qualities comprise the growth and development scale, including the size of firm entry, growth, and exit (Heider et al., 2021). Researchers have focused on the size distribution to understand better the concept of firm dynamics, such as the number of sales or employees. The size of a firm constantly changes based on competitive pressure (Halverson 2013).

The travel sector serves a revenue stream using tourist sites such as waterfalls, caves, hotels, parks, sandy beaches, a large lake, and historic sites. Furthermore, financial support from government and foreign bodies assists in developing BMI. Tourism is placed as the fourth-sector firm globally after fuel, chemical and automobile products). More developing countries, including Nigeria, use travel and tourism to enhance their foreign exchange. Yusuf. E(2014) highlights the Nigerian federal government according to the provision of accessible infrastructure, institutional support for project_work, and any events that will support and inspire sustainable_travel and tourism in the country. Financial development is an essential factor that aids the investment and allocation of capital for trading, exchanging goods and services, and savings of operation management. The United Nations word of tourist Organization (UNWTO), according to Oroya (2018), identifies that the growth in tourism expenses is greater than the overall rise in the gross domestic product (GDP).

Managing financial requirements are necessary. The travel sector's size seems to affect the performance as customers tend to go for the more prominent travel agency as the service is better and more effective. However, other firms have embraced the internet in their technologically advanced economy (Akpan, 2019).

Randhawa, Wilden and Georgann (2021) further explain elements influencing the business model as; impact a firm's market alignment, still in other to achieve the best business model innovation several adjustments. Using organizational resources such as finance human resources and knowing the firm dynamic helps transform the business model. Understanding the interaction between the firms dynamic is crucial; equally, the lack of firm dynamic affect firm performance and productivity. A lousy firm dynamic or lack thereof can affect the firm productivity and total output; a strong firm dynamic improves a firm's productivity. It boosts competitive aid allowing small firms to compete with more productive firms, and aids flexibility in firms which aids easy entry into the market (Ulyssean 2020). Lewin (2009), however, state that a firm dynamic can become complex there, relying on strategies and techniques to help balance equilibrium. Business model element such as value proposition, target segments, value chain configuration, and revenue/value capture shapes the firm's performance and play a significant role in the driving and firm dynamic in innovating the business model.

Regarding the financial resources phase (Lopez, Bastien and Tucker 2019) states that this faces market and behavioural barriers; a good business model innovation needs to be resource-effective. Innovating a business model can be complex as it involves addressing all necessary factors that can relevantly impact this innovation process is crucial, most notably the

development of a chain of network a resource-efficient production. Moreover, this includes adopting resource efficient technical and organizational measures such as resource-efficient technology, which aids can involve recycling and reusing processes. Dynamic capacity can be formal or informal finance linked to dynamic capability because entry costs for the formal sector include labour payment, hiring pay, and tax payment. However, entry most are lower in the informal sector can evade taxes and regulation but face a cost of operation (Ulyssean 2020).

2.5.2 External Factors

The external factors are external elements that are beyond the organization's control, and it affects ability business decision and the ability to meet objectives.

2.5.2.1 Market environment

Innovation enables market opportunities, high and low fixed costs, and fluctuation in the market; limited market size affects the innovation of business model (Habte 2012). The critical driving force understands the practice and patterns of competition and innovation in the market environment. The competitors are known as market players. Market position and size also impart market players, collaborators, and networking is a strategic tool adopted in the market environment; however, an average market player may not attract a new network of partners (Laudien and Dax bock 2016). This significantly points out that the market position and size determine the practice of business model innovation. The cost of changing specific market rules hinders firms from recognizing new opportunities. The market environment comprises diverse diver business models, which helps shape the system, the market competition barrier of entry (Halls and Redlich 2016). Backs this up by stating that a static business model cannot survive in this dynamic, innovative market without constant re-strategizing, rethinking, and re-designing to rise in the competitive field. The development of new technology and ideas have significant power to completely change and innovate the business model, thereby disrupting the existing market (Pucara et al. (2019).

A new entry in the Nigerian travel sector has increased significantly due to the high-profit turnover of the tourism sector. Thereby increasing competition and the constant change in strategies as several competitors aim to use several strategies as a competitive advantage over other competitors. Oroya (2018) identify travel and tourism sectors as asserting that travel and tourism account for nearly 9.5%nof the worldwide GDP and are predicted to increase to 10.3% by 2024. Oroya (2018) further states that the highly competitive economy has shifted its concentration away from goods and services. The market environment is stirred by

competitors, which forces competitors to reform their business model. Xue L et al. (2019) states that the business model's strength is reflected in its ability to compete.

The market environment is an external driver that consists of competitive strength and market instability, and the performance of competitors and customers in the market. The market environment influences the SME's BMI, with technology innovation being a significant driver of change suitable to design a disruptive BMI in any travel sector or sector (Pucara et al. (2019)).

2.5.2.2 Customer demand

Business model innovations are designed to capture value through several channels such as customers and suppliers. Business model innovation evolves through relationship and structural development. Building customer relationships help identify customer demand, customer needs, wants, change in patterns and trends to provide better service to retain the existing customer and attract new customer (Ruggiero et al. 2012). The main goal of BMI is to improve, create and deliver value to customers, which gives the BMI of the firm the potential and ability to impact customer experience to boost competitive advantage in a constantly changing environment (Jerningham et al.,2019; Mihajlo et al. 2019). Furthermore, (Lindgardt and Hendren, 2014) highlights the qualities of a good BMI, which should provide a firm with an altering advantage over several businesses elements at once. A good BMI should also have the potential to actively influence customer experience by addressing the need of the customer, as well as providing the enabling power to boost competitive advantage in a rapidly changing market environment.

Customer pressure is a significant threat to current BMI; the inability to meet customer demands are detrimental to the firm performance; meeting customer demands earns the organization improvement in performance and customer loyalty. Adapting the existing business model of a travel sector to the customer demand by improving product and service using strategies to measure cost and level of consumption as business models are based on a consumption-based billing, it is also essential to take into consideration the performance of the product or the service offered alongside cost and billing (Xue et al., 2019)

Initiating a strategic system to gather information on market trends and an interactive customer-based system gives a firm a competitive advantage. The emergence of e-commerce in the travel sector has developed new ways of designing business operations that interact with customers (Spieth, Schnakenberg and Ricart 2014). The effect of customer demand has a significant influence. The power of customer demand cannot be overemphasized, as a change in customer demand can significantly influence the business model's structure. Xue et al. (2019) Lingard et

al. (2012) state that several researchers have identified the significant forces affecting a business model's innovation in market demand and customer demands. The advent of the internet economy has forced organizations in economic regression to innovate their business model to meet the customer's needs.

In a nutshell, customers' wants and needs are vital for innovating any business model.

(Muller and Daschle, 2018) state most organizations like the travel sector use customer demand to stimulate their innovation process by using customers' insights and demands to gain a competitive advantage. However, any business model not well constructed to be customer-driven is likely to struggle with performance, growth, and stability.

2.5.2.3 Technological development

The current business environment is constantly innovating and evolving due to the emergence of globalization which has brought about the advent of technological advancement significantly affected the operation of businesses and the input and output. Perelygina.M, Kueukusta.D, Law. R (2022); (Mechanic, Malovic and Torcula 2019) states that businesses model innovation linked with technological advancement produces economic value and technological advancements. Technological advancements such as internet information communication are tools used to create value and deliver value; technological developments boost environmental dynamics. Ranta. V, Aarikka-Stenros,(2021); Vaisanen.J, Gintautas(2017) states technology advancement makes implementation of business activities, the use of digital technology, internet facilities influence the BMI as this platform helps build customer relationships and also help boost performance. Technological development influences firms, market environments, stakeholders, and customers.

It helps stakeholders monitor how businesses create value, and also technological advancements are used for implementing strategies, thereby sustaining competitive advantage in the market environment (Anwar 2021); technological development. BMI and technological advancements are linked together as technological development aids the successful innovation of the business model, which influences organizational performance (Baden-fuller and Headliner 2013). Technological innovation network in the BMI cannot be overestimated as it expands several dynamic like advertising, e-commerce, use of the internet, a means of connecting, technology also influence the finance of the firm, aiding better control of finance, better visual experience and also yielding a profit for the firm (Baden-fuller and Headliner 2013).

Celia et al. (2007) further state that technological innovation provides resources to innovate business models, recognizing that it is limited to new products or strategies. Technology innovation aids strengthen organizational competencies and boost networking and collaborations between firms and competitors.

In contrast, Rayna and Strelkov (2014) state that if not appropriately used, technological development can endanger a thriving organization by offering a false sense of security, technological threats such as hackers, malware, and scammers.

Innovation and the advent of technology have revolutionized the tourism sector giving firms or organizations that can effectively use technology development a competitive advantage. Xue. L et al. (2019) identify the strong impact of technology on critical resources and processes in the profit model initiative. The advent of technology has altered trading location, policies, and strategies, enabling trading to be taken anywhere. The internet is a dynamic factor in improving and promoting the business model innovation of enterprises.

However, innovation is not limited to technology, but technological development has made remarkable changes in today's global work in diverse fields and sectors; in a way, it can be said that the primary source of innovation of a firm is the business model. Since the business model is like a skeleton of a firm used to design, analyze, and implement its goal and objective and builds its operations. Technological innovation only plays a significant role in today's innovative process, having the perspective to change how the business model is modified.

2.6 Situation Analysis of the Nigerian Tourism Industry

Transforming the value chain has led to a significant change in the operation, primarily in information communication and technology (ICT) technology. It focuses on the importance of organizational learning in the Nigerian Tourism Industry. It has enhanced the skill and knowledge of the operations in organizations. The organizational goal must have value must be vigorously and communicated enough to influence employees and motivate them to improve performance (Bukirwa and Kising, 2017). Further states the competitive environment in the tourism and travel sector motivates and urges SMEs in the Nigerian Tourism sector to increase their capacity as the number of increasing competitors has a significant impact on the organization (Jiang et al., 2017).

It identifies five types of collaboration in travel agencies. It classifies them as a collaboration between wholesalers, which involves coordinating operations to increase customer loyalty in the market and policy collaboration to benefit customers (Foss and Saebi, 2017). His research work stresses collaboration between several tour operatives, tours operative, direct sale

retailers, and collaboration between retailers stresses the importance of collaboration as a strategy for improving organizational and market performance (Malika and Kising, 2019).

2.6.1 Organizational Performance in Nigeria Travel Sector

The general knowledge of performance is based on the outcome of activities or processes. Organizational performance is a multifaceted concept and can be maximized in several ways. Yang et al. (2013) identify successful organizational performance indicators by effectiveness, efficacy, development, satisfaction, innovation, and quality using necessary resources to be clear objectives (Tubing and Lashari, 2015). Further states that an organization's performance reflects its strategy and capability to achieve productivity and customer satisfaction and create a market share that impacts society and the environment. Lauralee et al. (2015) stated that organizational performance often measures sales growth, customer satisfaction, profitability, and customer performance. Nodal e al. (2014) contended that depending only on the financial ratios in evaluating the performance gives a bad image about the organization and further states that the ability to balance operation and financial interest aids a successful organizational performance.

The tourism sector innovations are realized in different forms and result in changes or improvements in variable amplitudes. These can be linked to the product, process, organization, or marketing and distribution of tourism products. Innovation in the tourism sector generally comes from environmental, cultural, or even social issues. It can also bring gain in terms of quality to tourists in Nigeria (Beard and Burger, 2017).

Despite implementing a sustainable tourism policy, mass tourism still contributes to the atmosphere, the oceans, and freshwater pollution. Climate change and its tourism links have been examined in depth over the past five years. In tourism, specific tourist destinations are themselves already affected by climate change. Tourism in Nigeria continues to have direct local effects on air, water, soil, and ecosystems; and indirect effects on transport, water consumption, energy, and raw materials. Nevertheless, efforts have been noted, notably in the private sector in the form of self-regulation, corporate social responsibility, eco-certification, or even the practice of marketing. Nevertheless, some real estate developers always pressure the public authorities to develop projects unfavourable to ecosystems' conservation.

The advent of low-cost airlines has significantly changed tourism products due to deregulation in the aviation industry, and it goes against the principle of sustainable tourism (Chen and Kharabsheh, 2019).

However, some real estate developers pressure the public authorities to develop projects unfavourable to ecosystems' conservation. The advent of low-cost airlines has significantly

changed tourism products due to deregulation in the aviation industry linked with the Nigerian tourism sector's management. Furthermore, this goes against the principle of sustainable tourism. Nevertheless, some real estate developers always pressure the public authorities to develop projects unfavourable to ecosystems' conservation. The advent of low-cost airlines has significantly changed tourism products due to deregulation in the aviation industry. It goes against sustainable tourism in Nigeria (David et al., 2018).

Remember that the links between tourism, prosperity, and sustainability are complex. Thus, prosperity has a not necessarily positive impact on the environment and the protection of the environment and seems to be negatively correlated with economic growth. Tourism is still a primary global industry and remains one of the constantly evolving economic sectors even if its growth has suffered in some world due to various events: war, terrorist attacks, or climatic disasters. The Nigerian tourism sector forecasts an average annual growth rate of international tourism to be around 4.1% until 2020 (World Bank 2020).

In the 1980s, the idea of sustainable development began to flourish; sustainable tourism emerged and was revealed through eco-tourism, green tourism, and nature tourism. However, innovations in sustainable tourism are timid. Their scope often results from a combination of the environmental management system and specific innovations linked to their production. Sustainable tourism always seeks to avoid or minimize irreversible ecological impacts, preserve cultural heritage, maintain community structures, employment, and human resources, and benefit the local economy in Nigeria (Chen and Kharabsheh, 2019).

Innovation is proving to be an essential mechanism, driven by voluntary approaches from different organizations, sometimes of a political nature, driven by the constant need to protect ecosystems, consume more responsibly and improve the quality of life in Nigeria. Municipalities and regional authorities tend to develop sustainable tourism policies and encourage local and regional initiatives.

As such, they set up networks and involve the stakeholders of their territory. The actions carried out can be diverse: stimulate eco-labelling of hotels favouring nature protection, set up an educational system to safeguard the cultural heritage, or even encourage the Local Agenda's adoption (Akpan, 2019).

Among the different approaches to local networks developed, some encourage increasing small tourism businesses' viability, assimilating them as stakeholders. However, in general, VSEs (Village and small-scale enterprises) are often grouped with the local population under the heading "private sector" or "host community." Thus, they are motivated to participate in the sustainable development process, but their potential for sustainable innovation is not high.

Overall, to some extent, Schumpeter's approach to finding categories of innovation has been applied in the tourism sector.

Several categories of innovation are identified: product or service, process, process, managerial or commercial. Product or service innovations concern changes observed directly by the customer (Ceptureanu and Ceptureanu, 2015).

The government system's inability to discern the unforeseen danger and manage emergencies has led to a Nigerian government's setback. It supports by recognizing the importance of effective management techniques and identifying ways of reducing the effect. Nigeria's government has been known to act only when the situation is at its peak, and it can cause influence the social, mental, political state of people around. Research reports in "This Day" newspaper about the ill effect of government agencies' inadequate regulations in Nigeria, which has granted access to fraudsters. Unlawful travel operatives hijacked the travel agent's job and used it for fraudulent activities using technology and coping the Nigerian tourism industry's organization strategy over billion naira has been lost to this fraudulent operation (Obeidat et al., 2016). The problem stems from the inability to create the right measure strategically and the lack of flexibility to adjust to the constantly changing environment (David et al., 2018).

Furthermore, Nigeria's growth pattern was assessed to decrease the travel agencies' growth rate since the last four years Nigerian Tourism Industry.

Travel agencies are notable for selling airline tickets, hotel bookings, tour organizations. They are backed up by agencies like NANTA (National Association of Nigerian Travel Agents and IATA International Air Transport Association (IATA) which are regulatory agencies to ensure all policies regulations are in place and followed (David et al., 2018).

National Association of Nigerian Travel Agents (NANTA, 2015). The online market introduction of e-commerce has affected airline travel agents' growth. Online sales also enable customers to view and book their hotel (Elbaz et al., 2018). It even helps the customer compare prices online without the help of a Nigerian Tourism Industry. It has led to the cut down on commission travel agents receive on a ticket. It has also led to the Nigerian Tourism industry's growth fluctuation. Technology brought about a shift in the mode of operation mentioned in "This Day" newspaper states how technology has taken over employees' jobs in big, small, and medium travel agencies in all 36 states. However, mainly in Ibadan, Lagos, Abuja, Kano, and Porth court, the global distribution system (GDS) flight could be booked from any part (Jiang et al., 2017). Its problems all stem from the inability to develop a strategic framework strong enough to combat problems because the regulatory bodies are not strong enough and sensitive to combat these issues at the right time using the right system (Ceptureanu, 2015).

Specific recommendations regarding adopting an effective strategy to diversify beyond the traditional system, handle chartered passenger and chartered flight, and improve organizational performance.

Therefore, product or service innovations are noticeable by tourists and can prove critical in the purchase decision. For example, labels provide a guarantee for sustainable tourism. Let us cite the case of the Regional Natural Parks, which benefit from a label awarded by the State concerning a remarkable territory that requires the protection of an ecosystem, the landscape quality, and the natural, historical, and cultural heritage. For the visitor, it is a guarantee in terms of sustainable tourism practice. In 2014, Marais Potvin regained its label "Regional Natural Park," and its new status seems to protect it from a motorway project (Ahlstrom, 2010). Process or process innovations generally refer to new technologies which have primarily invested in the tourism sector. Productivity in tourism businesses has improved significantly with the introduction of new ICTs.

Large or small tourism businesses now have their websites. They are now using M-tourism techniques to offer their offers to mobile users quickly. Likewise, local authorities have adopted new techniques and have managed to mark their heritage and make their offers thanks to the flash code and QR code. Tourist guides on Mobile are therefore available and can be consulted (Akpan, 2019).

Managerial innovations are based on new means of organizational collaboration, improving employee skills, compensation for wages and benefits. The main challenge for many tourism companies is to develop methods to retain staff and maintain flexibility within their organization. Managerial innovations are not only reserved for paid employees but are also intended for volunteers, which is more accurate for volunteers since they help protect natural sites. The proper functioning of small museums in the provinces or festivals sometimes depends on the development of services and the collection of revenues (Al-Azzawi and Hasan, 2019). Finally, social tourism, another component of sustainable tourism, has appeared through pro-poor tourism organizations working with NGOs. It has demonstrated social innovations given the severe economic crisis that crosses much of Europe and Africa (e.g., creating tourist co-operatives or aid for creating tourist VSEs) (Atewamba and Boimah, 2017).

Marketing innovations use techniques that identify new segments or strengthen brands. For example, the marketing of wine helps the marketing of a destination. From Its perspective, the marketing of tourist destinations and tourist experiences operate in stores worldwide thanks to food packaging (and specific labels of the AOC or organic type). Innovation in Its area has

notably been based on competitions mixing food and promoting tourist destinations (Baojun and Tian, 2018).

Organizational innovations in tourism are based on several models. There are five main models for organizing innovation in tourism firms: the associate professional model, the managerial model, the industrial and neo-industrial model, the entrepreneurial model, and the artisanal model. Innovation in tourism relies on computerized systems, including those for reservations, which have revolutionized access to airline tickets, giving access to a more excellent choice of products and price (Brynjolfsson and McAfee, 2011). Tourism innovation has revealed a new face through labelling and certification, generally under the aegis of organizations' freelancers responsible for monitoring, developing, and promoting their standards. Sustainable development software has also started to invest in tourism businesses, but VSEs are limited to using internal solutions (Beard and Burger, 2017).

2.6.2 Annual revenue in tourism

According to world data analysis (2019), the tourism revenue was about 47.00 million USD, the same as 0.11 gross national product in 1995 and a boost to 1.98 billion USD, equivalent to 0.50 per cent of gross national product. Figure 5 shows steady growth in the Travel sector revenue from 2016 compared to the previous years.

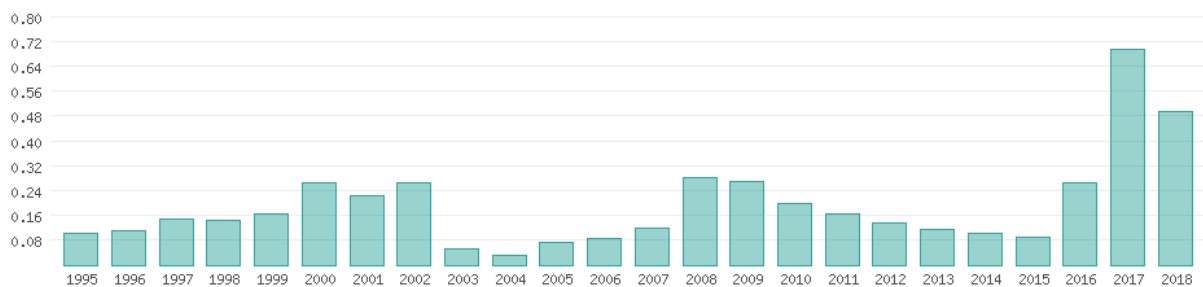


Figure 2.5: Annual receipts as a percentage of the gross national product. Source: Worlddata.info 2020)

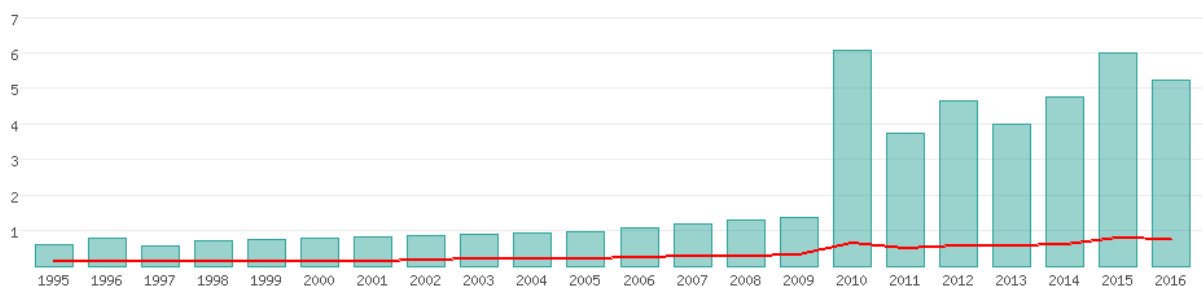


Figure 2.6: Annual Chart analyses of Nigeria Travel Sector. Source: World Bank 2019.

According to World data (2019), the above chart (Figure 6) analyses the Nigerian travel section's analyses registering the boost in tourism arrival from 2010. The red line represents the average of counties in West Africa. There also seems to be regular fluctuation, but overall, Nigeria is ranked 175th in the world and 7th in western Africa, and it generates 1.98 billion USD in the tourism sector alone.

2.6.3 Major Challenges Affecting Nigeria Travel Agencies

Abimbola (2016) further states other constraints and challenges present in the Nigeria travel sector as

1. Government Policy- It has a significant impact on business model innovation reporter highlights the effects of Nigeria's recent visa ban from the USA to have a devastating impact on the image of the Nigerian governmental system and send a wrong signal to foreign investors and partners. Oroya (2018) states that poor policy implementation, such as the timely processing of Nigerian visas for applicants, including international tourists, can be delayed for four working days while it is one day in other countries. While innovating the business model, these government policies must be considered.
2. Safety issues- The recent rapid spread of the Coronavirus. Financial times (2020) has brought about several countries' economic meltdowns. Thus far, Nigeria has recently registered a second case, as one of the 60 passengers an Italian man was the first case to be registered. According to McCormick (2020), in financial times, the COVID-19 virus has led to a drop in shares of counties like Saudi to 10percent. The FTSE100 points 6.8 declines in Europeans' stock. National Security issues in Nigeria seem to be overwhelming as the increasing attack of terrorism like Boko Haram. Kidnapping for ransom has become the latest security problem in Nigeria. Therefore, tourists are mindful of travelling to places like Nigeria, which significantly affect the Nigerian travel sector. Nigeria has been grouped as one of the countries with a high kidnapping rate for ransom, terrorism, and crime. Despite its beautiful tourist attractions, it makes tourists unwilling to visit the Nigeria region (Okolo 2019).

2.6.4 Organisational Development using Innovation Management

The fact that tourism mainly comprises service activities reinforces the idea that it is a passive sector dedicated to adopting technologies and hardly innovating. The dominant vision has long been that innovation activities do not include concern service sectors. Perelygina.M, Kueukusta.D, Law. R (2022) identifies the impact of BMI on organizational development in the travel sector. The radical innovations of the industrial production sectors were opposed by secondary and low capital innovations of services, which remained outside the interest and action of the public authorities (Beard and Burger, 2017).

Like the service innovations arise only partially from research and development and often stem from the deployment of skills organizational, marketing, and commercial, they are challenging to measure and therefore rarely valued. With the advent of ICT (particularly structuring in the tourism sector), the discourse on innovation in tourism has changed in recent years, as in recent work that considers innovation sources (Beard and Burger, 2017).

Organizational changes related to ICT contribute to the emergence of innovations recognized as essential to its growth. From the electronic ticket offered to an urban route through a city guided by a mobile phone and signed text messages, "we are witnessing a proliferation of initiatives, innovations, and projects in the tourism and new technologies" (Beard and Burger, 2017). These offers are not just the possibilities of the Internet. They concern innovations and "Radical" than "incremental" and relate equally to product innovations or services than processes. They also cover various areas "such as significant change of a commercial, logistical, organizational, structural or relational having a significant impact on the company's activity and its competitive environment." Some consider tourism to be a productive sector of innovations and initiatives. Others think it innovates little or not, although it is content to adopt technological or organizational innovations produced in other service sectors or industries (Baojun and Tian, 2018).

2.6.5 Emergency Procedures to Combat Challenges in Nigeria Travel Sector

It also brought to attention the necessity of putting in an emergency procedure as the rise of air accidents causes panic and reluctance leading to low sales and low performance. The Murtala Muhammed Airport Lagos, Nigeria, is a busy place was accidents are inevitable. Also, the occurrence of criminal activity states the three have been no adequate response to the accident rate and states that Nigeria aviation is not in compliance with the international civil aviation organization (ICAO), which is for emergency management (Baojun and Tian, 2018).

Ceptureanu and Ceptureanu (2015) states that stiff competition has increased the employment of skilled member who can improve performance. The change in market structure and market environment have forced travel agents to operate in a dynamic way integrating strategy and technological advancement to improve organizational success (Carlborg et al., 2014). The climate conditions are vital for the travel sector as crises in developing countries like Nigeria's poor eternal infrastructure and traffic problem makes Nigerian Tourism Industry rooted in the environmental crises, discovering the gaps and roots site (Akpan, 2019).

It identifies the great potential of technology to make a difference in low and high productivity organizations in Nigeria and the threats linked with fraudsters, the rise of uncertainty (Atewamba and Boimah, 2017).

The process of performance measurement implementation and measurement in Nigeria travel agencies was examined by (Malika and Kising, 2019), which draws several hypotheses such as the link between performance measurement and its influence on service delivery and the measurement of the frequency of conducting It measurement (David et al., 2018). Performance management's importance cannot be over-emphasized as performance management should include strategy, documentation, reward, and enhancement of healthy competition, which is vital for the successful growth of Nigeria's Nigerian Tourism Industry (Akpan, 2019). It also highlights the challenges facing Nigerian travel agencies in 2019, such as media use to tarnish Nigerian tourism industry management's reputation declined in the high street Nigerian Tourism Industry because of technology (Baojun and Tian, 2018).

Many researchers and bloggers may blame the advent of technology, which has led to a loss of jobs increased rice transparency. In a real sense, technology is not the main problem because innovation is inevitable, and the inability to adapt to the constantly changing environment will occur after performance and growth. Furthermore, the inability to deal with a situation from the root cause increased chaos. Developing a management system to contain and eradicate the problem is crucial (Foss and Saebi, 2017).

2.7 Perspective on Change Management

Change is a constant phenomenon in every organization. Adapting to change is perceived as a strength that creates an advantage over other firms over financial crises, strategic planning, and even organizational performance improvement. The bases for change are evolution, flexibility, and adaptation. A firm can adopt various strategies to improve performance, growth, and effectiveness (Bukirwa and Kising, 2017).

Organizational change is envisioned to have a transformative impact, but not all change is successful and effective. The influence of organizational change on public sector organizations such as the Nigerian Tourism Industry and further states change programs sometimes fail. It focuses on organizational change and its categorical effects on the firm's performance. Change management is a set of tools, processes, activities, and principles that chain employees from the present state to the anticipated state as change is intentional. Further identifies types of changes that occur in organizations, including planned change.

It is a conscious change based on criticized value, practical experiment, and knowledge, radical intervention, which emphasizes the conflict, serendipitous change, and unpredictable style of adaptation (Baojun and Tian, 2018).

2.7.1. Why change management?

Change management focuses on the organizational and inter-organizational levels (Kho. J et al. 2020). It focuses his research on change management on a drive for managing cutbacks for organizations going through financial crises focused on the public sector. It also identifies key actors who have sometimes been reluctant to change management (Jiang et al., 2017). The change management system has been criticized for being uneven, patchy, and incapable of providing a diagnostic framework for researchers. Kurt Lewin is the father of organizational change.

Also, he defines change management as change management is defined a process of continuous renewal of organizational structure, strategies, capabilities to serve the constant changing of customers (Baojun and Tian, 2018). It identifies the basis source of poor success of an organization: the lack of a practical framework to aid the implementation management of organizational change (Baojun and Tian, 2018).

A few organizational changes have successfully considered Kotter 1995 as change management theories have been perceived as unclear, contradictory, and confusing. These statements are based on ideas. Change management has criticized the simplification and mechanistic for complications of the change process (Foss and Saebi, 2017).

It identifies the change management process as preparing change, implementing change, and measuring its impact. Change management also shows a successful balance of forces when unified with business strategy (Njagi and Gachunga, 2017). A specific old student of Lewin, like Ronald Lippitt, based their theories of change management work, admitted its developmental framework was derived from the Lewin change model (Baojun and Tian, 2018).

However, change management can be used as validates result in a change management model that helps develop strategy and vision by linking Lewin's and Kotter's theory together, as change management fits environmental change. It shows the equilibrium of the environment and organization change, leading to incremental strategy as the traditional model was outdated and no longer sufficient (Akpan, 2019).

2.7.2. Impact of Information Technology on Change Management

Information technologies have thus come to meet the needs of businesses. They allow managing an increasing amount of information given the sector's liberalization. Indeed, with the deregulation of air transport on all continents and the increased traffic that accompanies it, tourism providers such as airlines, travel agencies, and hotel chains exchange ever more critical information (concerning prices, reservations, availability, dates, times. (Bukirwa and Kising, 2017). These technologies have emerged to precisely meet the growing need for coordination and processing information (Burnes, 2015). It is not so much the appearance of new technologies that define. Instead, the evolution or revolution technological is the changes brought about by their diffusion in producing, consuming, and organizing work (Atewamba and Boimah, 2017).

The tourism industry quickly reconfigured around the use of this ICT in business model innovation, leading to the arrival of new entrants, called "barbarians" or "innovators" concentration movements, as well as new cooperation on the market (Atewamba and Boimah, 2017).Despite convergence, technological tools do not fully respond to expectations, for lack of a mutual understanding between the tourism sphere and technology providers' sphere. Technological offers generally come from operators who show great creativity but offer products that they build according to their representation of the work and users' needs. These are often conceptual solutions developed from a perspective of heavy use by tourism professionals.

The latter demand rather personalized products, giving them better efficiency and achieving economies of scale and scope. They want these products to be easy and quick to set up and use. Tourism providers do not participate directly in technological research developed by external equipment manufacturers but use these technologies to create service applications. Therefore, the concepts and elements regarding the impact of the ICT workforce in tourism businesses cannot be overemphasized (Beard and Burger, 2017).

Based on these observations, the study aims to address two weaknesses of the research carried out in the field: on the one hand, the lack of legibility, among existing works, of challenges of

business model innovation applied to tourism and, on the other hand, the weakness of issues related to innovation in tourism service activities.

Indeed, the relationship between ICT and the business model innovation of the tourism sector is both widely and too little studied. Yes, numerous works on the impact of technologies in the tourism sector have emerged since the 1990s, few authors have focused explicitly on organizational change issues (Al-Azzawi and Hasan, 2019).

Indeed, the company acquires a technology that corresponds to several needs and expectations, depending on its contextual specificities and culture. Moreover, the adoption of ICT is recognized by many authors for influencing the functioning and structuring of organizations. Beyond these organizational upheavals, the company's actors are concerned and how to conceive the work in the various production locations, modes of interaction within production teams, and how learning takes place (Akpan, 2019). Following the introduction of new technology, these changes be a possible vector for product development new to the tourism sector. Most studies point to opportunities marketing and sales brought by ICT and on the research process tourist information stimulating the growth of business model innovation.

The consumer-oriented vision is explained by "tourism is, in essence, a demand phenomenon" (Baojun and Tian, 2018). Indeed, visitors' specific needs outside their usual environment will determine the products and activities that belong to tourism. It is over tourist spending that activity would define as tourism (Brynjolfsson and McAfee, 2011). The absence of a standard definition leads to many definitions, including no legal research framework. Other work, mainly action guides, turned to the practical aspects of management computer systems in tourism businesses. Each of these studies is not concentrates on a single tourist activity (for example, the hotel industry or travel organization), given the difficulty in translating multi-form characters and multi-size of the tourism industry (Brem et al., 2017).

Even if recent contributions analyze the impact of business model innovation on tourism's industrial organization, researchers in management sciences remain a field of application still little studied. The image of "amateurism" that conveys tourism leads to disaffection with the theme as a research subject. However, among the effects of ICT, creating value for tourism businesses seems to be one of the most significant research avenues. However, on this point, the opinions are shared. Tourism is seen as a sector low in capital intensity and incapable of generating significant productivity gains. The authors also point out that if tourism is a boon for the balance of payments, it owes less to its endowment in skilled work or innovations than its absolute advantage (space, diversity of landscapes, climate) (Beard and Burger, 2017).

2.7.3 Change Management Framework

The so-called "programmed change" approach and its successor, the "organizational development" approach, dominated the theory and practice of change management until the early 1980s (Ali. B & Anwar. G 2021). Since then, the approach focus on "emerging change" has grown in importance. The approach based on emerging change does not consider change as a linear process or as a single isolated event but rather as a continuous, evolutionary, cumulative, and unpredictable process (Errida. A& Lotfi 2021). The process of emerging change comprises a continuous series of autonomous, local initiatives that appear in the organization, the changes appearing to be unplanned, unforeseen, and unexpected (Wirtz et al., 2016).

The emerging change is continuous and cumulative, a series of adjustments, adaptations, and modifications. There is no deliberate orchestration of change, no glaring discontinuity, just repeated practice variations. There is no beginning or end in the change process. Inertia and recrystallization are relatively different from emerging change (Chen and Kharabsheh, 2019). If change is a continuous, cumulative process, with numerous adaptations and other minor modifications, the system is recrystallized, and inertia is hardly in order. In the processes of continuous emergent change, Lewin's model "recrystallization-transition-recrystallization" must be replaced by the following "crystallization, intervention, deployment, activation".

It reviews the distinction between programmed change and emerging change. On the one hand, it sees it as the distinction between episodic, discontinuous, intermittent change and continuous, evolutionary, and progressive change. From a global perspective (the overall analysis), a repetitive action, a routine, and inertia interrupted by occasional revolutionary change episodes can be seen. Look more closely at (small-scale analysis); a continuous adaptation pattern is discovered (Brem et al., 2017).

Organizational change has given rise to abundant academic and professional literature, most often condoning procedures and united under the generic label of "management" or "driving" change. It is most often reduced to the perspectives arising from problem-solving. In organizational sciences, it is one of the recurring themes of organizational behaviour.

The conceptual foundation in the other part of itself, organizational theories, is much more hazardous (Al-Azzawi and Hasan, 2019). Organizational change deals with the logic of adaptation of the organization about both its environment and itself. Today, it gives rise to the "strategic" theme of change, the speeches and stories accompanying it, the related grids and methodologies, and advisory services development. Strictly speaking, there is no clear conceptual basis for organizational change since it overlaps considerations linked to structural

modifications, others linked to processes of habituation addressed to staff, and others linked to the strategic definition of change trajectories (Brem et al., 2017). Organizational change is not, strictly speaking, only seen as reactive change and "proactive," as is customary to describe it today. The organizational "model" of change is particularly topical with the proliferation of mergers and acquisitions and alliance agreements since the early 1980s. As the metaphor's biological aspects suggest, here is often a question of survival (Al-Azzawi and Hasan, 2019). It is often one of the ideological vectors of the power of the direction that, as its name indicates, knows it and direction to go while others mainly resist change. Its general discourse on change plays a huge role in legitimizing "organizational excitement." It is he who leads to the figure of the "dynamic framework," as opposed, of course, to the one which would not be, and which one will indeed have to get rid of one day or the other because it does not change (Brem et al., 2017).

Moreover, from exercising the power of direction, the most often encountered confusion occurs between evolution, adaptation, and change. Evolution is born from context; it has no a priori meaning. It leads to the condemnation of whole sections of activities, for example, due to the adoption of new techniques by others, making its activity obsolete. It is the evolution that arouses adaptation here (Burnes, 2015). To change is to adapt to evolution, which does not make sense—Charles Darwin's idea about natural selection. Nevertheless, change is also about organizations contributing to the construction of evolution. Instead of a passive conception of evolution, one arrives at an active conception by noting that it does not happen because of a single enterprise (Al-Azzawi and Hasan, 2019).

According to the Theory of economic evolution, temporary monopoly is the engine of the business and the entrepreneur's essence: responding more appropriately to demand while waiting to be overtaken and overtaken by those who, starting later, can do better. Therein lies for him the creativity of capitalism (Atewamba and Boimah, 2017).

2.8 Theories of Change Management

The organizational system is mainly affected by the social, economic, technological, and global impact. Various management theories and models have been proposed for influencing innovative change in organizations. Hussain et al. (2018) stated that internal and external environments affect two forms of change: proactive and reactive. Proactive change involves an organizational self-awareness to adopt change, while reactive change occurs when external and internal elements force the organization to change.

Other change management researchers like Bullock and Batten, Bechard and Harris, Tiffined, Kotter have been building on change management systems (David Rosenbaum, Elizabeth More, Peter Sterane, (2018).

2.8.1 Kotter's Change Management Theory

Kotter's change management framework has been one of the primarily used models for implementing organizational change. Dashas. M et al. (2021) further identify Kotter's eight-stage process as a "vision for change process" that defines the various steps to achieve required organizational change. The detailed process of these steps are as follows, according to Pollack and Pollack (2014):

1. Create a sense of urgency
2. Generating the guiding coalition
3. Develop a vision and strategy
4. Communicating the change vision
5. Empowering broad-based change
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture.

2.8.1.1. Step 1- Create a sense of urgency. It is defined as recognizing tough and challenging problems as an opportunity, creating a sensitive environment by developing the ability to recognize a problem and addressing problems to provide an opportunity for growth. Hackman (2015) states that Kotter identifies establishing a sense of urgency as relevant for gaining cooperation. However, the lack of a sense of urgency can hinder transformation. Kotter uses It step to elucidate the urgency for change. The first stage highlights the organization's focus on adding value and focusing on goals.

However, a vision is only productive and helpful if everyone is involved and informed. According to Cooney et al. (2016), the first four steps are transformational steps.

2.8.1.2. Step 2- Generating the guiding coalition- These steps involve the active combination of exemplary leadership, credibility, expertise, position, and power to improve change effectively. The following department head includes transportation, finance, ICT, management, and customer service to implement change. For this, employees will be trained and coached on applying specific skills and using strategic methods to improve and maintain performance—focusing on creating value by strategically improving the BMI (Dashas. M et al. (2021).

2.8.1.3. Step 3- Develop a vision and strategy- The directions and steps need change and inspire people to act even if it is inconvenient and help coordinate actions quickly and effectively. In this stage, strategic management is required as a substantial competitive advantage. Analyzing the selected travel agency's strength is necessary and comparing it with the competitive market to develop a change strategy, involving all members in its strategic change to improve organizational performance. Furthermore, introducing a reward system to motivate workers and explaining the importance of getting involved in change management will motivate workers to work as a team to make the change effective—maximizing resources and building innovative skills of employees (Ceptureanu, 2015).

2.8.1.4 Step 4- Communicating the change vision- According to Pollack, Pollack (2014), the following steps are the communication process whereby the communication level is understandable, clear, concise, and meaningful for change implementation.

At This Stage, the strategy developed to implement change will be communicated to all the individuals. The travel agency's vision, goal, and values will be revisited and the BMI model to ensure a clear understanding of implementing the process. The unit leaders will carry out the required training and retraining on the new BMI changes and how they can be effectively managed.

2.8.1.5 Step 5- Empowering broad-based change

According to Lagi. R, Abecejo. F (2021), after the system, is implemented, the next step is to empower people in certain areas to create change. Pollack and Pollack (2014) involve eradicating obstacles that hinder change in any structure and system that also challenges the goals and vision. The business plan/ idea/ role will be to the organization's head to ensure the process and strategies are followed. Giving control to the head of units that monitors and ensures strategic activities are carried out.

2.8.1.6 Step 6- Generating short-term win- Short-term win - According to Pollack and Pollack (2014), it demonstrates the feasibility of change to build impetus. Kotter also identifies short-term wins as noticeable and related to change. Short-term wins are recognized to impact the organization and kick start some innovative processes.

2.8.1.7 Step 7- Consolidating gains and producing more change

Use of the skills acquires to create value in the organization. Lagi. R, Abecejo. F (2021) states that Kotter stresses the critical gliding coalition's need for credibility gained through change. There must be constant documentation and communication and making a few additional changes and amendments to improve it.

2.8.1.8 Step 8-Anchor New Approaches in culture- Hackman T.A(2015) identifies the stage as one of the crucial stages of Kotter's model, and dicey at this stage, things could go right or wrong. Furthermore, improving norms and behaviours to match change can improve performance, transform the traditional business model into an innovative business model, and incorporate it with new, improved organizational culture and performance. Hackman (2015) further states that motivating staff to adopt new practices and approaches can lead to improvement, collaboration, and high service and profit turnover.

Figure 2.7 below, as explained above, shows the emerging step of Kotter's change framework, categorizing them into three stages, namely the creation, engaging and enabling stage, then implementation and sustainability stage.



Figure 2.7: Kotter's Change Management Framework. Source: Kotter. 1995.

2.8.2 Lewin's framework

According to Hossam (2015), Lewin's change management framework is a popular theory used to manage and implement change management in organizations, especially small-medium enterprises (SME). Hossam (2015) also identifies the absence of theory in organizations as the main reason for several failed organizations as innovator change management. According to

Hossam (2015), Lewin focuses on three processes, namely unfreezing, moving, and refreezing. Rive (2017) stated that Lewin also introduced force field analysis alongside the change model of unfreezing, moving, and refreezing.

Kurt Lewin determines the three-step theory of change. Lewin also focuses on social conflict resolution through changing behaviour, whether socially or in organizations. It further develops four exceptional group dynamic, and field theories focused on motivation, independence, and relationships, mostly in groups. In contrast, the other two theories, action research and the three-step change model, focus on changing organizational behaviour to suit new desires.

According to Rive (2017), the force field is a grounded theory focused on driving forces and an organization's restraining forces. The driving forces impose desired change. The restraining forces are factors that reduce and constrain the driving forces. It includes a new strategic plan, develops strategy, improves behavioural knowledge, analyses relations, and builds scientific hypotheses of change.

Cummings et al. (2014) state that Kurt Lewin's theory has tremendously impacted Lewin's organizational development sector. However, state change could be temporal. Batra et al. (2014) identify the popular three steps model as

1. Unfreezing is a process or a stage triggered by the dissatisfaction of the present situation compared to the standard of other organizations, the learning curve, survival instinct, and the internal performance matrix. Imbalance in a system can lead to adopting a new procedure to improve new practices. These changes are identified driving factors which is triggered by resistance.
2. Moving matrix is the experimental and implementation aspect of change that involves examination, action, and learning. Actions may involve the reconstruction of roles, training of relationships and responsibilities, and training, eradicating errors, and promoting supporters. Trial and error are a frequent occurrence at It stage around organizational practices and norms, intending to guide people toward a better and more productive structure, practice, or norm.
3. Refreezing- This stage involves the realignment of cultures, norms, policies, and cultural practices to support change maintenance. The constant change in practice compels organizations to strategize using reinforced procedures; however, a new procedure or strategy field organization will revert to its previous state (Akpan, 2019).

Figure 2.8 shows the stage of Lewin's changes management framework as described above.



Figure 2.8: Lewin's Model. Source: Lewin, Kurt 1943.

2.9 Developing a Change Management Framework for the Nigeria Travel Sector

From the perspective of "management" of emerging change, the theory of intervention and the role of the agent of change is fascinating. Change agents are essential in making sense of the changes underway. They must recognize emerging changes, highlight them better and redefine them. The change management framework below was built using the blueprint of Lewin's framework by first analyzing the traditional business model of the Nigerian travel agency, which many struggling travel agencies still use. The identifying the dominant drivers of the innovation in the business model integrating it with BMI concepts and elements to modify the business model to be productive.

Furthermore, the element comprising of Who? The element which addresses the target group (every customer primarily foreigners), what element? Value proposition (advanced e-commerce, e-booking, eco-tourism), How? Element Value accumulation (strategically using change management framework) (Duignan and McGillivray, 2019).

2.9.1 Change Management Framework

The change management framework is divided into four stages crystallization, intervention, deployment, and activation. Lewin's framework was used as a guide in designing this framework. The driving factors such as the internal factors (organizational capability, strategy and culture, finance and firm dynamic) and external factors such as (market environment, customer demand and technological development) strongly influence the travel sectors BMI

operations. They focus on the end product as value creation, value capture, and value delivery to improve organizational performance.

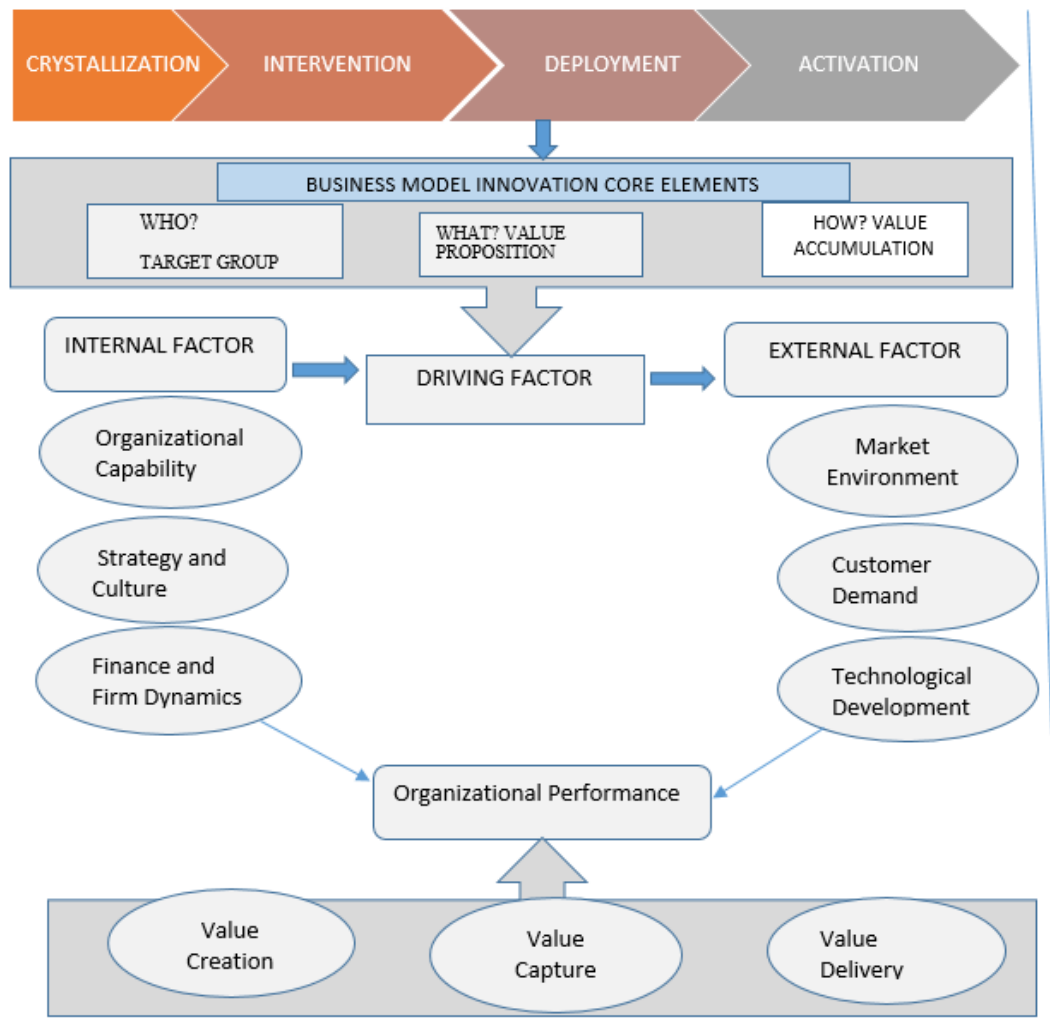


Figure 2.9: Change Management Framework. Source: Created by author

This change management process is derived from Lewin's change management theory and derived from a scientific process used chiefly and productive in purification, transformation, and change.

a. Crystallization (Problem identification) is a purification process used to extract and filter out unwanted or toxic compounds (Velupillai et al. 2015). This stage freezes all activity of the traditional business model of the Nigerian sector. Further, it identifies the factors that hinder innovation, such as ignorance, inadequate technological capacity, and lack of funding from financial bodies, internally and externally. The crystallization stage will focus on

managing change by transforming concepts, strategy, and competition to trigger change, the drivers of change, the factors that influence change, and the type of transformative change, transitional and developmental change.

The driving factors of the Nigerian travel agency are political, environmental, economic, conflict, labour force, unemployment, health, education, and another aspect. The stage focuses on improving the internal survival matrix to boost organizational performance (David et al., 2018).

b. The intervention stage (Evaluation Stage)– Opaleye (2017) states training on budget control, innovation management, and customer relationship management through strategic and value-added means. This stage is a value creation stage involving modification of the formal system. The head approves this stage as the strategic vision is that of the head and a few elected officials. This stage is where strategic vision is integrated at this stage. The primary purpose is to innovate the current business model by incorporating a performance management system that targets budget and finance control, integrating e-commerce, adopting a strategy of the online travel agency with 24-hour e-booking asses, and embracing eco-tourism. Further, it involves the inclusion of leaders and member of the institute transportation, finance, ICT, management, customer service department. It will involve the training and coaching of staff on applying specific skills and strategies to add value and improve innovation in the business model—introduction of new strategy such as including and partnership with line travel sector (Atewamba and Boimah, 2017).

c. The Deployment stage (Integration and transition stage) - This phrase involves the value capture stage where recognizing changes in the Nigeria travel sector and comparing it with other successful competitors. It includes the ability to network and integrate strategically to extend, transition, and embrace a multisided strategy. Furthermore, several strategies are assigned to several actors. The integration with an online retailer, adopting digital marketing (ICT and marketing team) and creating an app or online platform. It is practical, spreading awareness of eco-tourism and incorporating eco-tourism ideas (Eco-tourism team), (diversification team) deals with analyzing various competitive advantages. After evaluating the option, the following steps are done, considering the risk, cost, and strategy fit. It focuses on its controlled networking and design and focuses on improving traditional BMI methods (Bondar, 2014).

d. Activation (Initiation and execution) - As stated by (Zhao et al. 2018), this process is a natural purification process involving replacing a formal system or strategy. This process also helps define customs, behaviours, shapes, and sizes of a matter. Its method alternate aims at controlling processes to improve performance. This stage will involve aligning strategy to the organizational policy and norms and strategy with Nigeria's international policy and government policy to ensure this step works and ensure everyone understands the necessary steps to improvement. The unit leaders have initiated the required training and coaching on the new BMI changes. It can be effectively managed—by designing an advanced business model innovation framework that aligns with the environment/Market shift to aid survival. This stage aims to modify the BMI to be effective and adaptable to change. Furthermore, it helps create a better understanding of the business model innovation concept (Beard and Burger, 2017).

2.9.2 Change Management in Tourism Sector

Today, tourism is recognized as a significant component of the international economy's dynamics with high growth potential. In perpetuity metamorphosis, tourism has undergone profound transformations for ten years stemming, in part, from the development of new information dissemination systems. The solid growth trend that tourism has known since the 1950s leaves think that it is a robust and structured sector, smoothing the cuffs independently cyclical (Brem et al., 2017). According to the World Tourism Organization, tourism businesses were the world's largest employers in 2004, hiring 207 million people, or 8% of global employment. According to the same sources, 763 million tourists have travelled and generated US \$ 623 billion in revenue. Tourism International accounts for 12% of world GDP in the same year, which places this sector among the first world economic activities ahead of the automobile. Of the same, the outlook for the coming years is encouraging. Over 1.56 billion people will travel worldwide in 2020 (Baojun and Tian, 2018).

Other structural factors also explain the slowdown in its growth, which origin dates to World War II. Since then, like most economic activities, tourism has followed a series production model, characterized by industrialized and standardized manufacturing of tourism goods and services, oriented towards mass consumption. It is also possible to notice that in the 1980s, the accumulation regime runs out of steam (Burnes, 2015).

It is visible, in part, by the disaffection of certain traditional tourist places by consumers who aspire to more personalized products (Ahlstrom, 2010). So, the market saturation and the decline in competitiveness in the 1990s can be explained by the fact that companies still applied

the "old tourism economy" model in a context where new economic and competitive rules are put in place square (Baojun and Tian, 2018).

In The context of increased competition, the tourism industry must today respond to many challenges, among which are cited: (i) the political openness of certain countries positioning new destinations on the market such as China; (ii) the industrialization of production and distribution networks linked to the globalization of tourist activity; (iii) reorganization of working hours and new mobility which are related to it; (iv) market instability; and (v) pressure from new entrants originally outside the sector, accompanied by a significant restructuring movement characterized by takeovers of large companies. Thus, the transition to "new tourism" first assumes that businesses rethink the traditional segmentation of their activities and businesses. Indeed, business organization mode choice can be understood as a condition necessary for adaptation to the environment. Second, the search for benefits is crucial for companies facing increasing rivalries bright (Brem et al., 2017).

To remedy the slowdown inactivity, they are encouraged to seek new productivity gains. Companies seem to have quickly adopted Information and Communication Technologies (ICT) to achieve them, which accelerates organizational changes that the sector already faces. How? 'Or' What explains the convergence between ICT and the tourism industry? There is mainly a reason the ICT suitability for tourism has been successful. The explanation is that information is at the heart of the tourism sector (Carlborg et al., 2014). It also concerns the composite product articulating complex market goods (transport, accommodation, and s) and public goods (heritage and natural sites, tourist offices), which all relationships in the tourism industry (Akpan, 2019). The process of tourism product production implements a set of independent companies intervening in a complementary manner to offer a homogeneous product to clients (Atewamba and Boimah, 2017).

2.9.3. Misconceptions associated with Innovation in Tourism Sector

The literature review suggests an honest misunderstanding of the innovation process within tourism businesses. In the research work, as an essential explanation for the growth of a sector. The literature minimizes the lack of an overview of results and the growing importance of innovations in the tourism sector. It deserves to be deepened (Atewamba and Boimah, 2017). Whether chosen or undergone, innovation is a response to the adaptation of businesses to their economic environment. Simultaneously, the changes caused by these innovations help to modify the contours of the sector. The context of interdependence with the environment in that the company will make technological choices depends on its opportunities and its ability to

identify these opportunities (Beard and Burger, 2017). The choice of innovation seems to be closely linked to the companies' characteristics. First, the organization's actors seem to choose the technology to be adapted according to the objectives that she wants to reach.

The success of the technology adoption is skills and creating new ones to deal with rapid changes in the environment (Brynjolfsson and McAfee, 2011). Suppose all companies can imitate and adopt technologies as a priority to gain a strategic advantage. In that case, these technologies must be combined and coordinated with other company resources and skills (individual skills because without individuals, technologies cannot be implemented). Second, ICT has an impact on organizations and inspires them to change. They can contribute to modifying the relative efficiency of the organizational mechanisms or improving the existing, daily (Baojun and Tian, 2018).

Technology has very different consequences depending on the type of organization it develops. The company can modify a technology to adapt it to its characteristics with proficiency in new tools. Some companies have mobilized skills appropriate to use ICT beyond initially intended (Brem et al., 2017).

This process phase is positioned at the heart of the collective evolution of technology. The organization of the Brousseau and Relet model aligned with ICT will thus contribute to reorganizing traditional services and generating new ones. So, the organizational changes brought about by the arrival of new technology can be a possible vector for product and service development new to the tourism sector (Beard and Burger, 2017).

Therefore, the desire to identify and understand the relationship between business model innovation and tourism organizations is developed. Specifically, this study seeks to analyze the organizational determinants of the integration of innovation within tourism companies and, in return, the impact of the organization's business model. The complexity and multidisciplinary of this research work this research is based on implementing a combination of methods. More precisely, a two-step approach, combining quantitative and qualitative methods, was chosen to carry out empirical research (Brynjolfsson and McAfee, 2011).

Since this study focuses on investigating the concept that business model innovation significantly influences a company's tourism innovation behaviour, the deterministic methodological perspective is analyzed. It seemed to be legitimate to use the tools explanations of a quantitative approach in the first place. Its method is generally based on a hypothetic-deductive orientation. As part of this research, this approach allows a rigorous and objective description of the relationships envisaged between companies and their technology portfolio (Atewamba and Boimah, 2017). Tourism is almost three centuries old and today seems to be

one of the sector's most prolific economies. However, he still suffers from a reducing image and is often derogatory. Like any other economic activity, the awareness of tourism as an economic phenomenon and social seems recent" and needs to fill many theoretical gaps. The tourism industry is very complex, and definitions can sometimes disconcert the researchers interested in it (Baojun and Tian, 2018).

Indeed, tourism is a complex sector that does not yet have a universal definition. Therefore, tourism requires more excellent conceptualization, allowing the company to offer a clearer global vision to the firm's comprehension.

A significant study on how these factors profoundly influenced tourism will be undertaken. The first section does not intend to list all environmental influences but rather draw up a map to identify those that have a real impact on tourism development. The second angle of analysis will seek to understand the phenomenon's essence and the economic elements that define it through demand, supply, and trade goods. A global explanation that relates the whole phenomenon to understand better what constitutes it and what characterizes it will be analyzed (Ceptureanu and Ceptureanu, 2015).

Until the Second World War, tourism was at a "consumption/production" stage individual" of artisanal type without the sectors entire organization. There were reservations for a minority, aristocrat, and wealthy of the population in the early stages. It is quality tourism. Its elite is trending destinations and developing habits of consumption. She often visits the same hotels, thus becoming a "regular," which allows owners to know their customers ideally without worrying about retaining tourists. It is an often-cited tourist phase of a reformist (Atewamba and Boimah, 2017). Especially during the second half of the 20th century and in the aftermath of the war shortages, tourism has exploded in developed countries and has been defined as type tourism Fordist. Even if specific cultural and budgetary barriers persist in curbing departures on vacation tourism has become more democratic since the Second World War and has known, like other industrial sectors, specific productive logic depending on the era (Carlborg et al., 2014).

During the glorious thirties, the growth rates of around 4% have contributed to tourism's rapid development. Indeed, the leisure society is the product of industrial society. Tourism will gain momentum and a new turning point, that mass consumption. The rising level of life made possible by better productivity increases free time for leisure and leisure budgets. Technical advances and institutional measures such as paid holidays Mobility for purposes tourism becomes a fact of society. Mass tourism is characterized by standardized and large-scale production, allowing companies to save money and meet high demand. The emerging model

sees the market dominated by a few large producers and the existence of a vast number of small businesses. Transnational groups can better meet these financial requirements as small producers (Atewamba and Boimah, 2017). These phenomena encourage the construction of high-capacity hotels and the consolidation of leisure activities in one place. Small businesses link relationships contractual with these large groups to benefit from the advantages of mass tourism. Besides, at the same time, new businesses are attracted to the market, and movements of horizontal concentrations develop (Baojun and Tian, 2018).

The offer then plays the card of standardization, one of which is "the rapid development of equipment and services which pushes to globalize the offer and integrate it. This provides a complete product, for example, the service providers' services that offer organized trips, the triumph of clubs, particularly the "Club Med"; in their villages, these clubs erase the differences in class and money (Baojun and Tian, 2018).

The standardization of destinations, forms of tourism, and services mark the tourism of 1950-1975. Everyone rushes and concentrates in the same fashionable places and at the same periods. Its tendency for consumers to increasingly have the same tastes and the exact needs and market homogenization corresponds to the "Californication of needs." It is the triumph of the summer vacation. Its spatial polarization promotes economies of scale. It is also the period of all architectural excesses on the Mediterranean, Spanish, and Nigerian coasts. This era saw a new generation of urban structures dedicated to tourism consumption (Akpan, 2019). These excesses push to initiate environmental protection by creating the first natural parks in the 1960s. Companies then organize themselves (Christensen et al., 2015).

Tourists are nonetheless inexperienced and conservative and, above all, seek reassurance. The consumer's quick attachment to an establishment or a vacation mode leads to a convergence of differentiated and homogeneous services. Tourism becomes a good of comfort but not yet entirely a consumer good. In This context, companies not undergoing intense pressure have little incentive to innovate in the services offered, competition only by prices (Akpan, 2019).

2.9.4 Significance of Innovative Change Management Framework for Tourism Sector

The quality search gradually wins out over quantity among consumers because of an improvement in the level of training and information" (Atewamba and Boimah, 2017). There is a change in mentality. Consumers are getting more selfish and require greater autonomy in their tourism practices. They also wish for personalized goods. They are now more mature and informed about offers from different service providers, facilitating product comparison. They tend to favour the liberalization of working time for leisure. Therefore, they are looking for a

unique experience in the act of travelling. The ambient uncertainty also makes them more hesitant (Baojun and Tian, 2018). Reservations increasingly later. The production methods of tourism services have evolved significantly. There is a global witnessing of a reversal of the collective dimension towards increasing individualism and, therefore, towards companies' obligation to adapt and offer personalized offers (Beard and Burger, 2017).

The pressure imposed by globalization and changes in the foundations of consumption forces companies to adapt and offer more tailor-made. These circumstances require reactivity and considerable flexibility on prices on the part of companies and the practice of separation and segmentation of different consumer groups. These trends lead to several work organization changes (customer management, computerized management, centralized documentation accessible to all), transitioning from rigid production systems to a flexible and continuous organizational development process (Baojun and Tian, 2018). The corporate mentality itself has evolved a lot. It is no longer time for summer vacations and departures unique for August but spreading and splitting departures over the year. These products are increasingly complete, integrated, and try to respond to tailor-made consumers' desires (Akpan, 2019).

The reasons for moving are also diversified: congresses, festivals, fairs and shows, adventure tourism, and discovery. The organization, production, and marketing of services require businesses to acquire new skills that are always more specialized, work internationally, and computerize quickly. "The large reservation systems, GDS (Global Distribution System), constitute today the most striking expression of the phenomenon of internationalization, due in particular their structuring effects on an increasing share of supply and distribution globally" (Al-Azzawi and Hasan, 2019). Treating the client from A to Z does not match truly new but leads to a new work organization more transversal with a more global vision of the service. Whereas before, the hand was essentially seen as a production cost, having only the sale as the only skill, it is now seen as a source of added value. Today, listening to the consumer is a vital quality criterion (Akpan, 2019).

Competition is increasingly fierce between companies and between destinations, and these are all the countries that compete internationally. The tourism industry has known and is still experiencing significant periods of restructuring marked by alliances, allowing companies to quickly reach a size critical of the globalization of markets. Indeed, some actors have sought an extension of their area of activity. For example, in 2005, the American group Starwood, already Sheraton store owner, bought Nigerian company Tatting for 2.8 billion euros and allowed it to access the Nigerian market (Bukirwa and Kising, 2017). Other actors have

searched synergies with their core businesses, for example, the marriage between Air France and KLM in 2004, two of the oldest European airlines.

Furthermore, the competition is no longer done only on prices and through innovations in services to clients.

Whereas in the previous period, the savings come mainly from savings today; companies can take advantage of network savings and delete certain intermediaries even if new intermediaries see the day. The sector's structure is now atomized with, on the one hand, the large groups concentrated and, on the other hand, a multitude of very heterogeneous companies, often small cut. The latter organized themselves into voluntary chains such as Loges de France, Relais et Châteaux, and Best Western that allow for pooling a commercial, IT, and saving costs (Baojun and Tian, 2018).

The demand is unpredictable and unstable. Consumers are increasingly demanding and concerned about their safety. Having to combine responses to constraints from a share of consumers looking for personalization of services and, on the other hand, from competitors pushing for cost rationalization, companies apply niche techniques to the mass. Reinforcing these trends, the year 2001 marked the start of an unprecedented tourism crisis. The terrorist threats have engendered anxiety over the travel and the incredibly long haul on consumers (Brem et al., 2017). The moody trend of tourism has increased with health crises (SARS) and geopolitical crises (war in Iraq), which do not encourage departures on vacation. Companies helped by public initiatives must rethink their professions overall. Although dominated by a mode of production, each period sees the coexistence of different forms of production. The new challenges for tourism managers will be to choose between traditional mass tourism activities or creating conditions favourable to the development of new tourism (Beard and Burger, 2017).

It distinguishes the economic development of tourism according to four phases: pre-Fordist tourism, Fordist tourism, post-Fordist tourism, and neo-Fordist tourism. Modern tourism, therefore, comes from a long historical construction. The models Fordist period seems to no longer suit consumers' new demands and the new international context. The clientele fragmentation creates high added value market segments for highly specialized offers and requires incumbents to innovate to stay on the market. After observing and historically describing tourism development will propose to understand its main determinants (Beard and Burger, 2017).

2.10 Conceptual Framework

The study's conceptual framework is developed based on the literature review of previous studies and theories, incorporating relevant variables and explaining their relationship. The present conceptual framework comprises concepts and factors that influence the business model innovation, which in turn is split into two main independent variables the change management and the Business model innovation influence change in the business model innovation. The dependent variable leads to organizational performance. The mediator variable, which are the internal and external factors that, according to Fung, Han Ping (2014), is the middleman between the independent variable and dependent variable.

Conceptual Framework of Nigeria Travel sector

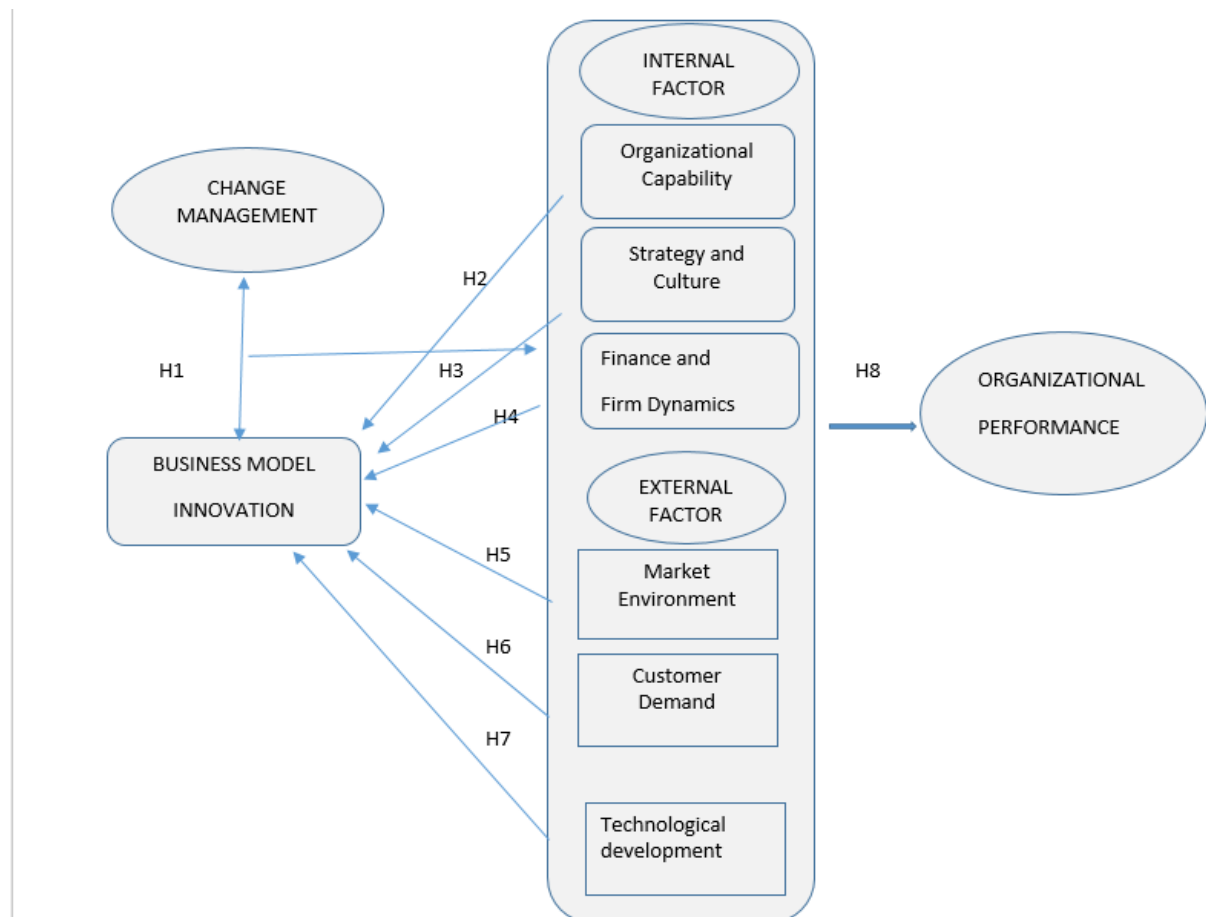


Figure 2.10: Conceptual Framework. Source: Created by author.

HYPOTHESIS

H₁- Change management has a positive impact on business model innovation

H₂- Organizational capability is a driving factor in BMI in improving organizational performance.

H₃ - Strategy and culture are driving factors in BMI in improving organizational performance.

H₄- Finance and firm are driving factors in BMI in improving organizational performance

H₅-The market environment is a driving factor in BMI in improving organizational performance.

H₆- Customer demand is a driving factor in BMI improving organizational performance.

H₇-Technological development is a driving factor in BMI in improving organizational performance.

H₈ - Internal and external factors impact organizational performance.

Dependent variable: Organizational performance

Mediating variables:

- Internal factor
 - a. Organizational Capability.
 - b. Strategy and culture
 - c. Finance and firm dynamics
- External factors
 - a. Market Environment
 - b. Customer demand:
 - c. Technology development

Independent variables

- Change management
- Business model innovation

2.11 Summary

The competitiveness and attractiveness of a tourism destination are strongly influenced by the capability to innovate products, services, and processes. It is also clear that these problems are only partially due to the organization's capacities but are instead a feature of the local system in which they operate. In tourism, so strongly dependent on information technologies, it becomes crucial to rely upon infrastructures and architectures designed with a high degree of standardization to focus on the contents more than on the technological forms. This allows the creation of an environment that favours creations able to generate a virtuous circle of innovation. This work discusses these topics and presents a Nigerian project to create a technological standardized and interoperable platform for small and medium European tourism companies.

Chapter 3: Research Methodology

3.1 Introduction

This chapter lays out the methodology used in data collection and highlights the research hypothesis subsequently tested after data collection. This chapter also highlights the methods chosen, the scientific tools, and the technique chosen that is relevant to analyze the problem.

This study focuses on the organizational performance in the Nigerian travel sector by evaluating the factors that influence business model innovation and its effect on organizational performance. This chapter defines the research paradigm, approach, design, sampling method, size, and population data collection. Analyses were used to collect and analyze data, stating the purpose of choosing the appropriate method to ensure there is no bias and address the research question.

3.2 Study Hypothesis

The following hypothesis is developed to be tested using quantitative data-

Null Hypothesis

- H₀- The internal and external factors have no impact in aiding change management in business model innovation.

Alternate Hypothesis

- H₁- Change management have a positive impact on business model innovation
- H₂- Organizational capability is a driving factor in BMI in improving organizational performance
- H₃ - Strategy and culture are driving factors in BMI in improving organizational performance.
- H₄- Finance and firm are driving factors in BMI in improving organizational performance.
- H₅- The market environment is a driving factor in BMI in improving organizational performance
- H₆- Customer demand is a driving factor in BMI improving organizational performance.
- H₇- Technological development is a driving factor in BMI improving organizational performance.
- H₈ - Internal and external factors impact organizational performance.

3.3 Research Onion

This study uses various research methodology which addresses roles of theory linked to social research and the roles of values of ethical contemplation and research procedures (Bryman 2016). This study uses several research methodologies, shown in the research onion below. The outer layer expounds on various research philosophies, after which the research approach and strategies are selected based on the researcher's aim and objective. The research onion illustrates various elements such as research methods and techniques or tools in each layer are designed using the research onion to address the purpose of the study and develop the final research design. The elements of the research onion are addressed below.

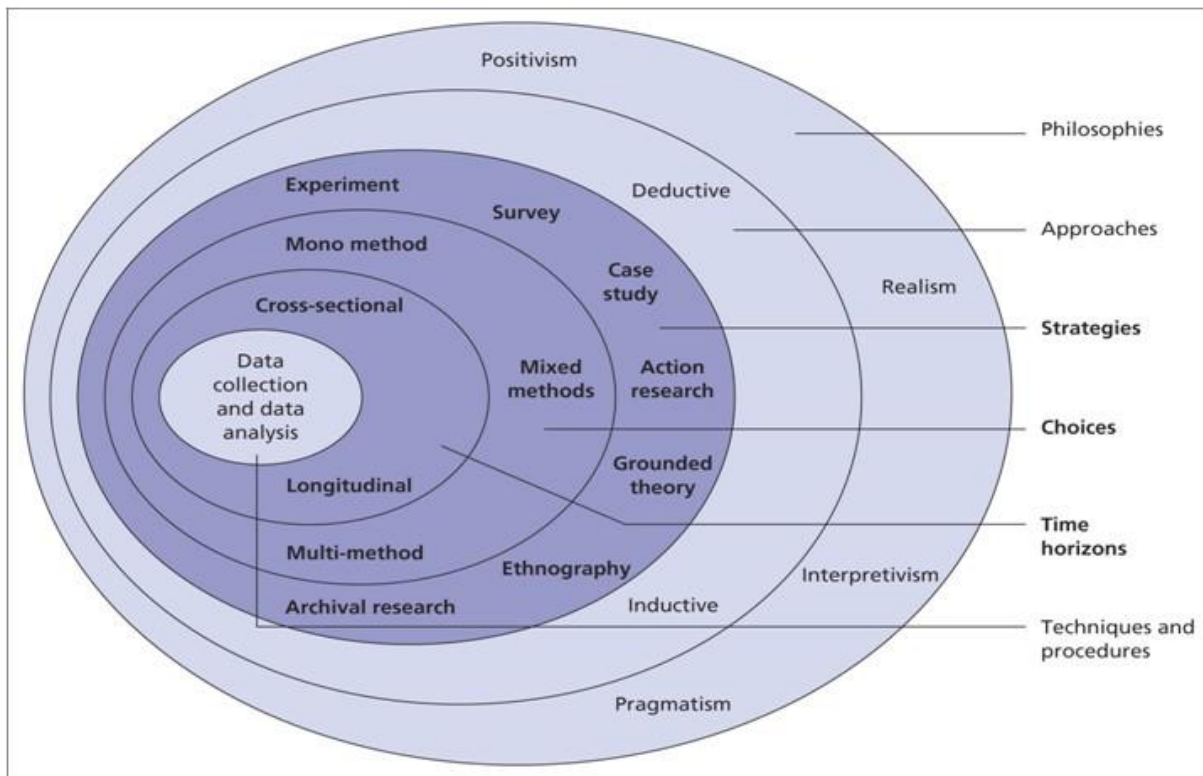


Figure 3.1: Research Onion. Source : (Saunders et al. (2012))

3.4 Research Paradigm

Aliyu et al. (2014) and Mandie and Jessi(2014) identifies Kuhn as a father of the research paradigm, who reveals research paradigm as a framework for organizing approach and understanding the world, nature, and human thinking as a whole. Paradigm is classified as philosophical assumptions that direct thinking and action according to Rom (2014), includes a. Ontological assumption which focuses on nature of social reality, b. an epistemological assumption focused on proper knowledge, c. methodological assumption focuses on how researchers, d obtain insights and knowledge. Axiological is linked between researcher and values concerns and others. As Canarsie (2014) and Thanh (2015) stated, the research paradigm has been identified as the cause for ideology disputes and is misunderstood by different researchers. Canarsie (2014) further argues that the paradigm in the new century must be holistic, cultural, humanistic, and systematic to create a breakthrough compared to the 19th century. Tribe(2015), however, backed this by stating that knowledge is constantly evolving. Smith et al., 2008, the three types of paradigms include epistemology, ontology and axiology; these terms are discussed below.

3.4.1 Epistemology

Epistemology focuses on the nature and structure of the required field, focusing on a suitable form of knowledge and various ways things are done and the practice of field academics (Tribe 2015). Antwan and Hamza. (2015), Simons (2017) states epistemology is based on the nature of human knowledge and focuses on the type of relationship of the researcher (theory of knowledge). Jacob, Popescu and Ristra (2015) state that epistemology's sole purpose is to analyze principles, hypotheses, and results. Aliyu et al. (2014) also state that understanding knowledge is based on implicit and explicit epistemology and is strongly linked with ontology.

3.4.2 Ontology

The term ontology, as stated by Antwan and Hamza. (2015), which is derived from two Greek words, namely onto – being and loges, meaning science, this narrowed down to mean the study of nature, structure, or the world (nature of reality). Ontological paradigm, as Dammam. (2015) defines it as a reality in the precarious research paradigm within a political, cultural, historical, and economic background and is commonly used in business and social science.

3.4.3 Axiology-

Axiology is viewed as a concept of value and ethics. Axiology shows the roles values, ethics, aesthetics or religion play in all phases of the research process (O' Gorman, Mochrie and Watson 2014), is of great significance to achieve a reliable result (Paterson and Leung et al. 2016). Furthermore, Saunders (2009) states the researcher's choice in philosophy data collection techniques reflect the researchers' values(For example, choosing an interview shows researcher values interaction, unlike with questionnaire where the views are expressed through anonymous questionnaires).

3.5. Research Philosophy

This section explains the development of assumptions and notions in today's world. This study highlights how those assumptions will further reinforce the research methods and strategy chosen for this study. Research philosophy in terms that are research used to describe a system of beliefs and assumptions regarding the advancement of knowledge, research philosophy is generally viewed to aid the development of knowledge such as identifying and solving a particular problem, development of new theories, or new knowledge in the specific field (Saunders 2009). Research Philosophy is essential; they are also seen as exciting and complex, they force deep thinking ad evaluation that aids further exploration and possibilities, and also it helps link thought patterns and results of knowledge (Pei 2018).

3.5.1 Positivism

Positivism is a research philosophy that involves dealing with observable social reality to generate accurate and explicit knowledge (Sanders 2009). Positivism deals with morals and principles from epistemology, methodological, and other idealist paradigms; positivism is also said to use methodologies like deduction, quantitative analyses, confirmative analysis, field experiment, descriptive analysis and its uses deduction and induction approach Irene. (2014). According to Irene (2014), researchers and critics are insufficient in the science department because it focuses on social science and natural science models, limiting it to only certain areas of study. Furthermore, Positivism is a research philosophy perceived to be the dominant paradigm, which is entrenched in the idea that realism and truth are sovereign (free) of the viewer and observer, which is also an ontological value (Aliyu et al. (2014). The Positivist paradigm highlights the possibility that the process of observing real situations can be observed scientifically and empirically and could explain and clarify by the adopted form of analyses; this gives in-depth insight and contribute to the natural world and knowledge.

3.5.2 Interpretivism

Interpretivism rejects the positivism and post-positivism view and introduces multiple paradigms addressing multiple realities such as feminism and various worldviews (Sesotho 2015). Thanh and Thanh (2015) focus on interpretivism connection to quantitative research as efficient for understanding perspective and seeking experience for perception and understanding of human experience. According to Thanh and Thanh (2015), this type of research perceives reality through the participant's view, experience, and background to understand the sphere of human practice, as interpretive paradigm believe realist is constructed socially. Thanh and Thanh's (2015) interpretive research are mostly subjective rather than objective and uses primarily qualitative research methods such as ethnography and case study were given an in-depth view of several perspectives of the constant changing, complex world. Interpretive paradigm, according to Rahi. (2017) is believed to provide a deep understanding of nature and the world, also known as constructivism, social constructivism, or qualitative research paradigm. Finally, interpretivism focuses on multiple views, which gives a worldview understanding how to address multiple issues and views is challenging.

3.5.3 Realism

Realism is a philosophy based on the realist view and is connected to scientific thoughts and epistemology positions. According to Gordon, M (2016), the realist view assumes that the measurement of reality even in the social world cannot be fully measured directly. Riccardo Prandini (2015) further states that John Dewey's concept of realism focuses on this affirmation on critical realism, mentioning that reality observation is based on complex trans-actors between the observed and the observer. Guillot. (2015) also states that Kuhn associates realism with natural science; Steve Smith classified realism as dominant because it was the most prominent and finance by academics. Furthermore, Aliyu et al. (2014) state that reality is all a mental construct of certain persons and does not exist outside the external perspective. Briefly, realism is a common philosophy focusing on reality's genuine concept on natural science.

3.5.4 Other Various Types of Paradigms

3.5.4.1 Transformative

According to Rom (2014), transformative paradigms is portrayed by Martens, who sees pragmatism and constructivism as having some similarities with each transformative paradigm. The transformative paradigm is also known to have a transformative link that situates the socially and historical balance of knowledge Rom (2014). In addition, Govern. (2015) states

that this research focuses on inequities, injustice, and discrimination. It is also intense in the political and social sector and practical rather than academic. It is, however, criticized by Grover. (2015) to lack definition as it focuses on disabilities inequalities and discrimination.

3.5.4.2 Idealism

Kastrup. (2017) argues on the reliability of idealism and also states the idea of idealism suggests that everything physical and non-physical can be abridged to a phenomenal idea. Kastrup. (2017) also views idealism as a universal concreteness. This assumes that the bulk of the world is viewed only through perspective feeling and not based on evidence.

3.5.4.3 Constructivism

Aliyu. et al. (2014) states that constructivism is linked to physical and tangible objects and could be merged with some reality; the constructivist and pragmatic paradigms can be shifted. Grover. (2015) recognizes the opponents of constructivism and the researcher's background and interpretation; using the inductive approach using grounded theory is not tested but built from data and focuses on understanding the world and developing as the independent meaning of their experiences.

3.5.4.4 Post Positivism

Thanh and Thanh (2015) mentioned that the post-positivist paradigm seeks to grasp the universal, critical theory or rules. The uniqueness of post-positivism is highlighted by Panwar, Ansari, and Shah (2017) as it creates equilibrium between positivist and interpretivism methods. It focuses on researching situation and experience that involves the majority and expresses the majority's views, unlike positivism, which is identified as unsuitable for filling the gaps in social sciences research as it is based on observational and experimental facts. Panwar, Ansari and Shah(2017) further identify the specific nature of post-positivism as pluralist due to its flexible nature (use of several methods). The balance it creates between interpretivism and positivism decreases researcher bias; more than one method is permitted.

3.5.4.5 Non-Positivism

Non- positivism is also identified by Aliyu et al. (2014) as a contrast of positivism. Aliyu. et al. (2014) states that ontological perspective does not rely on reality or truth of an independent observer but rather the observer contributes to the establishment of reality and is mostly not done by this knowledge. It is also stated that the opposite of positivism is rationalism, not non-positivism.

3.5.4.6 The advocacy/Participatory

Rahle (2017) states this paradigm is also recognized as a critical paradigm, and it stems from individuals in 1980 and 1990 who felt positivist paradigms were inadequate in addressing political and social issues.

3.6. Research Paradigm Chosen for this Study

3.6.1 Pragmatic worldview

Research paradigm according to Kipunji and Kayani. (2017) is a philosophical way of thought, while Biesta (2010) states paradigms should be considered as a necessary tool for research. According to Denzin (2012) and Morgan. (2014) pragmatic paradigm has been constantly associated with mixed embedded method research used for social research in terms of ontology or epistemology. Morgan (2016) states that qualitative understanding methods are sometimes connected to constructivism and quantitatively connected to post-positivism. Morgan (2014) emphasizes John Dewey's (2008) research on pragmatism and experience; he identified these 5 five steps: recognizing a situation is problematic, identifying the forms of problem-solving, and developing a response to the problem evaluating action and hen acting. Shannon-Baker. (2016) identifies pragmatism as a substitute to positivism and metaphysical views, outcome-oriented.

Researchers like Mansi and Acheampong. (2012). Alize and Teddlie (2010) states pragmatic view adopts various methods in analyzing and understanding behaviours, situations and circumstances using the mixed embedded methodology, which involves the qualitative and the quantitative. This approach is suitable for identifying the gap and addressing the research problem in Nigerian travel agencies to develop a practical management framework that can change the Nigerian travel agency.

Furthermore, Tribe (2015) studies the paradigm on tourism and identifies the selective mode where researchers identify their research subject and when and how they help bring the types of paradigms into play. Pragmatism, according to Reiss. (2015) critics' pragmatic paradigm on how it raises more question rather than providing answers, pragmatism like what standard is to be judged what measures to be used.

3.6.2 Justification for selecting pragmatism

Firstly, to justify the selection of pragmatism as a research paradigm for supporting this mixed embedded method, pragmatism is for designing and conducting mixed dualisms (Yu. X, Khazanchi.D, 2017). First of all, pragmatism is practice and experience-oriented. According to Suspend(2014), Pragmatism .strongly define human practices and broaden knowledge on human experience, practices, and thought while using a systematic study and illuminates social nature. Susan, (2014) further cites Polanski's views which state pragmatism focuses on actor practices and how different roles function. The adopted pragmatism paradigm for this study exposes the orientation of the Nigerian Travel sector as human experience, knowledge, and strategic planning is used to determine the factors influencing the growth and development of the BMI in the Nigeria travel sector and its impact on the organizational performance whether in productivity, finance, service.

Researchers like Parvas, Mufti, and Wahab. (2016), Boon and Baleen. (2019) identifies pragmatism efficiency in problem-solving; therefore, it is efficient for solving the imbalance in the travel sector today in the physical environment. Basically, pragmatism best defines and predicts situations and is also suitable for mixed embedded methods. Garret. Moreover, Cutigeral (2015) recognizes Charles Sanders Peirce as the father of pragmatism and also states that the success of pragmatism is based on the ability to predict and have better control on this world a how it operates.

Garret and Cutting (2015) also state pragmatic view emphasizes the result of scientific research and their knowledge and values. Rahi. (2017) highlights the aim of the pragmatism paradigm as strengthening the research study by employing a mixed approach to improve validity and reliability as proper knowledge is believed to be acquired through pragmatism. Furthermore, Govern. (2015) states pragmatism has no commitment, and it helps triangulate and compare methods or techniques.

3.7 Research Approach

According to Saunders et al. (2012) and Grover (2015), the research approach is classified in this section connecting them to their research paradigm.

- Inductive Approach-Quantitative (Positivism and Post positivism) is based on measurements and numbers.
- Deductive Approach-Qualitative (Constructivism & Transformative) is based on words and images.
- Abductive Approach- Mixed Methods or mixed embedded method (Pragmatism): based on dimensions, numbers, words, and images.

3.7.1 Inductive Approach

Tafuri (2017) states qualitative approach seeks to illuminate meanings that are less observable and are also inductive

and focus on illuminating why, what, how questions rather than the how many, how many questions of the deductive approach (quantitative approach). Alsea(2017) states that qualitative data use interpretative and analytical methods to analyze life experiences and situations; furthermore, the qualitative approach is flexible and sensitive toward merging another knowledge.

In addition, Rahal (2017) cites Collis and Hussey's (2013) definition of inductive approach as an observational process linked between actions of subject and meanings, Rahle .S(2017)defines *inductive approach* as a process where a theory is established by reflection and observation where the researcher induces their thought about specific variable or object. This will be done by categorizing data collected from every participant involved in the interview and survey, the top and middle managers.

These data are analyzed individually and then categorized into themes or group repeating patterns are merged and analyzed to interpret the meaning in other to answer the second research question, the hypothesis will be drawn, and theoretical analysis will also be done the evolving themes will be used to create a framework.

3.7.2 Deductive Approach

The deductive approach is the opposite of inductive approval and is also called the quantitative approach. Rahal (2017) states deductive method does not deduce existing theory from observation but collects recent data from participants and is statistically observed and tested using numbers and variables. Also, deductive/quantitative approaches, according to Quick. J and Halls(2015) highlight the experimental and non-experimental approaches; no experimental approach uses data collected from other researchers and pre-existing participants, while the experimental collect recent data and uses it to explore relationships between variables.

3.7.3 Justification for adopting Abductive Approach

Choosing the abductive approach is the suitable research approach for mixed embedded method research, which will answer the highlighted research questions and create a better understanding of the business innovation in the Nigerian travel sector. The Abductive approach combines inductive and deductive approaches to provide a better understanding and shed light on how to enhance business model innovation in the Nigerian travel section by first identifying

the factors affecting the Nigerian travel sector. Singh(2015) Harahan (2017) states that the inductive and deductive process provides the right instrument to justify the measurement and methods used, and also the abductive process is seen as a creative process that develops a new theory or hypothesis out of old or existing ones.

Furthermore, developing a change management framework based on the abductive method integrates the inductive and deductive approach using coding, hypothesis, and grounded theory (Singh(2015). However, descriptive and analytical explanation on the abductive method is used to create a comprehensive understanding of enhancing business model innovation and how the change management framework is developed by analyzing internal and external factors affecting the Nigerian travel agency. Inductive and deductive approach both have their merits and demerits but combining them provides clarity and reliability.

3.8 Research Strategy

Selecting an appropriate research strategy involves aligning the research strategy with research questions and objectives to aid relevant findings (Aslam, 2020), which shows the link between the research, theory, and research paradigm. Several research strategies (Saunders et al., 2013) stated, namely case study, ethnography, action research, experimental study, archival research, grounded theory, and survey. Case study research explores in-depth, real-life experiences, such as individual groups, organizations, events, problems, or anomalies (Ridder, 2017). There are two types of case studies: single case study and multiple case study. A single case study, as stated by (Saunders et al., 2013), uses one case as a selected instrument to examine the phenomena, which are not time and money consuming while a multiple case study involves the study of more than one case as a collective instrument to develop an in-depth knowledge regarding a problem or phenomena, Multiple cases are said to have more advantage has it allows divers discoveries of theories and research question

3.8.1 Justification for selecting Company A and Company B Travel agency

A case study was adopted for this research to offer insight into the problem in the business model of the Nigerian travel agency and facilitate the understanding of the cause of three problems that help develop a suitable solution. This research focuses on understanding the operation of the current business model innovation and how it can enhance productivity and performance in the Nigerian travel sector, which made the case study a suitable research instrument. Furthermore, this research strategy was selected based on the aims and objectives of this research. Two travel agencies were selected for data collection and were tagged

Company A, and Company B. Company A is a primary travel agency with more knowledge and experience than company B. Company B is a small and relatively new travel agency using the traditional system of the travel agency?

3.9 Research Design

This study adopts a mixed embedded method and identifies several model research designs to clearly illustrate the process of selected methods, collection, measurement, and data analysis. According to Mohajan(2017), the research design is a strategy to decide on the appropriate method, structure, and necessary tools to solve problems and reduce variance.

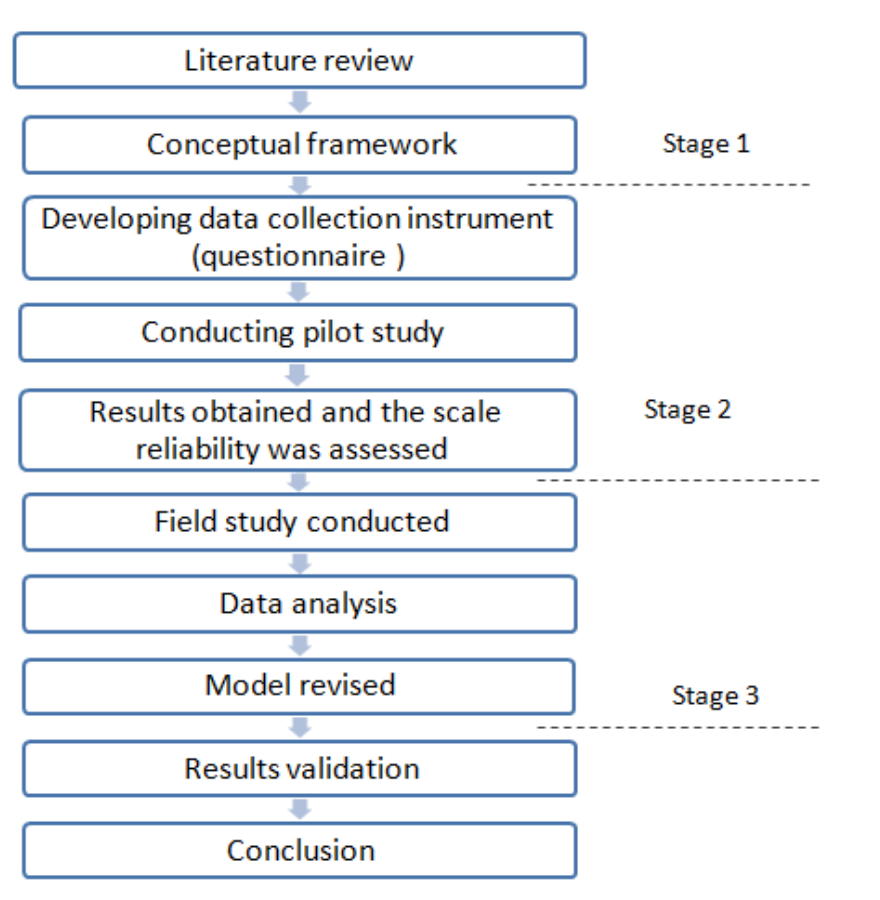


Figure 3.2: Research Design. Source: Algetic. Mohammed. Abdullah (2014).

Adopting Algetic (2014), a thorough review was conducted regarding the business model innovation, organizational performance, and change management theory in travel sectors. The constructed framework was formulated based on the analyses of two popular change management frameworks, such as Lewin's change theory and Kotter's framework, examining its weaknesses and strengths to develop a more efficient framework.

Thirdly, the survey was undertaken survey questionnaires to gather information from two travel agencies to solve the research gaps and get insight on the operations of the current business model to develop a suitable framework to improve organizational performance in the travel sector. Fourthly, a pilot study was conducted using ten candidates who were workers in Nigerian travel agencies before proceeding with the data collection. However, the survey questions and interview questions were refined and approved. Using SPSS to process the result and the reliability scale was determined. The data analysis was carried out using SPSS and factor and regression analysis to reverse the framework, and the result was described in the next chapter.

The interview was conducted using Skype and WhatsApp to complement the adopted survey approach. Three participants from the management team in two different travel agencies were selected to interview for qualitative data collection, Company A, a medium travel agency, and Company B, a small travel agency. A further email was sent to participants, who gave their consent as well, as a participant sheet was seen to participant guarantee their privacy and requests for permission to conduct this research. The data analyses will be discussed in the next chapter.

In their study, quick and Hall (2015) identify two types of design, namely a. experimental design, which involves the manipulation of variables, while non-experimental design; this design involves a non-experimental approach where researchers use existing group or data collected explore the relationship between variables. Salazar, Crosby and DiClemente (2015) the research question defines the type of research design to be chosen, choosing the right design is essential for drawing the fitting research conclusion.

3.9.1 Experimental Design

Sella and Ribeiro (2014) classified experimental design regarding performance as three types pre-experimental, quasi-experimental and valid experimental. In addition, Atha (2016) is constantly monitored and controlled; an experiment can be manipulated, but above all, the experiment must be controlled to draw a conclusive hypothesis.

3.9.2 Explanatory Design

Explanatory research, as stated by Atha (2016) and Week (2015), explores an unstudied universe, and it focuses on why factors seek to identify the causes of phenomena or issues that are popular with unknown areas of study. According to Atha (2016), the hypothesis reveals the relationship between two variables and how A affects B. Alkali (2016) also states it is a two way/stage design which sees quantitative data explains and build qualitative data, and this allows the appropriate data to be selected, it is also called the participant selection model.

3.9.3 Descriptive Design

This is one of the commonly used research designs known as statistical research, which, as stated by Atha (2016), describes the existing situation or world. Atha (2016) states descriptive study is widely used in

natural and physical science and answers what, who, where and how questions as it studies situations based on describing specific features of certain groups, people, communities. Toshiko (2016) states descriptive research can be comprehensive but complete as a representation of a unit, many cases, or few sets of variables; it also emphasizes reliability preciseness as it illuminates the nature of a case. This research is more structured than exploratory and provides a valid and accurate representation Week (2015).

3.9.4 Exploratory Design

According to Atha (2016), exploratory research design involves developing problems to investigate to develop hypotheses; this reach design is existent where there have been little or no research done on a subject or where there is little research knowledge available. Alkali's (2016) is the opposite of explanatory design, while qualitative data for quantitative data process is also time-consuming. Week (2015) criticizes explanatory design stating that though it is flexible, there are high levels of ignorance and lack of structure

3.9.5 Justification for selecting an explanatory research design

Using mixed embedded method research, which combines the qualitative approach and the quantitative approach, the exploratory research design is adopted to answer the why and how to question this research study addressing the research problems (Bryman 2012). The explanatory research design focus on "why" factors to identify the significant causes regarding certain phenomena. Islamia (2016) States that exploratory research is often used to formulate a problem.

Understanding the cause-effect condition of the Nigeria travel agency business model, which includes the factors affecting the innovation of the business model and its effect on the organizational performance, the explorative research design is adopted, which ensures quantitative data are measured accurately using numerical like mathematical models and statistical test (Walkman. 2011). Quantitative data collection uses a method like surveys, questionnaires, data count using a close-ended question,

According to Feilzer (2010), it combines in-depth interviews and questionnaires to enable the interpretation of the data collected and reflect the additional value of the research work. Choosing descriptive research will only provide on one variable's impact on others while explanatory design addresses all variables and also explanatory research focuses on new research or research with little or no data. There has been no research found focusing on the business model innovation of the Nigerian travel agency. Therefore, this is a new research area in which explanatory research design helps understand the causes and effects and permits research to investigate the reason behind the causes.

The data analyses according to this research focuses on the enhancement of business model innovation and how a practical change engagement framework can help improve organizational performance in the Nigerian travel sector. According to Feilzer (2010), data analyses give an insight into the process, techniques, and structures of findings and how interpretation and conclusion were made.

According to Kothari and Garg (2004, 2018), A research design must be flexible and appropriate to reflect different occurrences. Using explanatory research design which according to Toshiko(2016), explanatory is also well-structured and analytical, accurately describing the challenges faced while enhancing the business model innovation and the determinants of enhancement.

This research aims to find and define measurement and clearly define the population to be studied to study the relevant data collected. Islamia (2016) stated that a descriptive study identifies spontaneous links between factors or variables that relate to the research problem; this tests the connected variables between change in the business model innovation and how it leads to organizational performance in the Nigeria Travel sector. This research design was selected because it possesses a refined and defined way of explaining the research viewpoint using various instruments to gain new insight. Furthermore, according to Kothari and Garg (2018), explanatory research designs must be rigid and focused on attention by describing the formulated objective of the study, method of data collection, process analyses, and findings. Testing hypotheses and relationship between variables with reliability and no bias.

3.10 Research Method

3.10.1 Quantitative method

Daniele (2016) states that quantitative research makes generalization possible and has control of the study. The most crucial quantitative method is a statistical data collection tool that saves time and technology that focuses on statistical analysis using data numbers, percentages, and measurable figures.

Criticisms by researchers like Queiroz, Farai and Almeida (2017): Daniele(2016) state quantitative data researchers are just observers from outside and have no connection with participants. Quantitative research is overly structured with variables, hypotheses, and design and lacks critical and creative thinking. Queiroz, Farai, Almeida (2017) also focus on objectivity and the collection of quantifiable data. Quick and Hals(2015) identify the standard tools frequently used as surveys and questionnaires where participant express and other methods also include structural observation, classical experimental design, analysis data. Adopting questionnaires as a data collection method and a mixed embedded method data collection process ensures validity and enables the perception of various situations. The survey questionnaires are employee-focused based on the scope of the study and the research focus, as customers have little or no information on the business model of the travel sector or the operations of the travel sector, they have more information on the service rather than the operations. According to Kumar (2011), this questionnaire will be based on anonymity. The questionnaires will be divided into four sections – The first section comprises the company profile, including yes and no questions, the second section views the employee's knowledge of the company's strategy.

The third section will include the perception of employees' knowledge of the organization strategy performance and its effect on the internal and external environment; the fourth will be based on satisfaction and recommendations for improvement.

3.10.2 Qualitative method

This method is vastly used by scholars and researchers in different programs like education, nursing, law, philosophy, and others. The qualitative method, according to like Ma and Olubummo (2019), uses an inductive approach which uses theories that stems out of data gathering (Pargetted 2017)Quantitative and qualitative approach has barely any resemblance to quantitative study but is based on assumptions and presumptions which is based on statistical analysis and facts. Several Researchers like Ma and Olubummo (2019) and Pargetted (2017)

identify the issue of bias in the qualitative method of research where data can be manipulated. As stated by Creswell (2012), the qualitative method focuses on observing behaviour to find the meaning of the phenomenon from the participant's view. The theory is tested and narrowed down to an explicit hypothesis. Walkman's (2011) qualitative research method involve the use of the word, concept development, variables and identifying the relationship between them; it also focuses on people's emotion, feeling, ideas, beliefs which can be described in words. Unlike quantitative, which uses words, it requires different techniques like observation interview, memo recollection, a documentary record of meetings.

In addition, Ma and Olubummo (2019) classify qualitative research as rigorous because qualitative research is often questioned for its flexibility, which seeks the constant revision of all technic and instruments. Qualitative research, according to Teheran, Maritimus, Stenos-Hayes, Wadhwa and Varki (2015), identifies common research approaches as phenomena (study of a specific phenomenon for better understanding), ethnography, and inclusive involvement involved in the process of a particular group in other to understand the culture, event or situation), grounded theory (which involves the creation of a specific model for better understanding specific areas, case studies(Percy, Kusters and Kusters (2015). Maguire Delahunt (2017) recognizes the wide use of the qualitative method; the qualitative method is also identified to focus on assumptions, data collection and designs.

Critics like Ridden. S (2015) of qualitative research is lack of depth, reliability and subjectivity, which lead to problems and time consumption. Bryman(2016) quotes *Schutz (1962) to criticize* some researchers states that quantitative social researchers handle the social world the same as the natural world.

Researchers ignore the fact that people perceive the world around them, whereas this aptitude for self-reflection cannot be established among the objects of the natural sciences. Daniele (2016) also states that qualitative research limits findings to particular people and efficiently replicates research data. Methodically, it will be impossible to study a whole population within a short period. Top and middle managers should have a clear and concise answer regarding the business model innovation because they are in the top decision and management position and have a broad knowledge of its business model.

Identifying the factors using the interview as a qualitative method by undertaking These interviews will be done with six top/middle-level managers selected from each travel agency to represent the whole population to analyze and gather data for this research. A semi-Structured interview will be adopted because, as stated by Alvin (2016); Kumar (2011), it has a flexible interview structure content and question, this will ensure openness and provide access

to gather more data and allows a two-way communication According to Alvin (2016) identifying a sample target population in the Nigeria travel agency. Secondly, selecting a sampling frame as stated by Taherdoost (2016), selecting 6 top and middle-level executive managers as participants, thirdly using the non-probability sampling method collecting data using Semi-Structured interview preferably Skype, face to face and recording data.

3.10.3 Mixed Embedded research method

Mixed embedded research is a mixed-method design in which one data plays a supportive role for another. Ham (2015) identify the use of mixed-method research since the 1990s, which is based on providing significant insight to the study. The mixed method eliminates several unnecessary and unproductive controversies between qualitative and quantitative methods, making it pragmatic. Ham (2015) also mention mixed method is rigorous as social phenomena cannot be accurately measured and calculated using direct variables. Other criticism such as (Yu. X, Khazanchi.D, 2017) state mixed embedded method was based the epistemology and empirical view of mixed-method as argues that mixed-method forms a third type of data collection method and some argues with this as impossible be objective or subjective and avoiding bias is almost impossible.

This research adopts mixed embedded method designs by Creswell and Clark (2010, p.90-93) as follows: "... the researcher syndicates the collection and analysis of both quantitative and qualitative data within a traditional quantitative research design or qualitative research design. Mixed embedded method research combines qualitative and quantitative research to understand research better.

Yu. X, Khazanchi.D(2017) state that the mixed embedded method incorporates different data types, focusing on one data embedded within a methodological framed by another data type at the same design level. This research embeds qualitative data within the quantitative methodology, which supports the quantitative data used in this research work. This research method is adopted because the quantitative data is insufficient to answer the research question. As a result, qualitative data is embedded to address specific research questions and objectives and follow up on the result. Turino. A.T (2014) adds that mixed embedded method is an art comprising several ways of knowing and valuing complex phenomena. Using Cahapay.M, 2020)(mixed embedded method to provide supportive data derived from analyzing such as using qualitative research data to balance out quantitative data within a qualitative research design.

Furthermore, using the combination of experimental and correlation embedding quantitative data to qualitative data analyzing 300 survey supported by six semi-structured interviews for qualitative data. The primary purpose of adopting this research method is to explain the several factors affecting organizational performance while integrating business model innovation and organizational change strategy in Nigeria's travel sector and its influence on the Nigerian travel sector, thereby addressing different questions using a different approach.

3.10.4 Justification for selection of mixed embedded method

The mixed embedded method, according to (Yu. X, Khazanchi.D, 2017), is adopted based on the ability to integrate quantitative and qualitative approaches, methods, techniques and concepts with the sole purpose of giving depth and understanding influencing the strength of various methods providing insight to research objectives and questions. The mixed embedded method was adopted to cover the research gaps and address research objectives and problems to give a greater insight on business model innovation in the Nigerian travel sector and identify the possible actor of hindrances and how to improve organizational performance by designing a change management framework. Adopting pragmatic and mixed embedded method research creates an opportunity for objective and subjective analyses of the participant's view, which creates a grounded and significant result but analyses data using a different approach. The mixed-method approach compensates for each research method's weakness and prevents bias placing the equal significance of both methods (Alkali's (2016); this is a significant benefit that ensures accuracy, validity, and reliability.

Furthermore, (Larmar et al. (2021) state that the in-depth understanding of the research problem is analyzed using a mixed embedded method to design a practical change management framework by supporting quantitative with qualitative methods. Various objectives were met using different research elements. Yu. X, Khazanchi.D, (2017). The strength of the mixed embedded method cannot be overemphasized; it is time conserving, allowing the use of few resources while improving the larger design. It also enables separate publication of results, and it is a suitable team approach. However, there are specific challenges in mixed embedded research as it must specify the time and purpose for collecting supplemental data and integrating results are complex, and it requires deep consideration of several biases.

3.10.5 Pilot Study

A pilot study is a vital stage in a research project that provides a basic foundation in a research study by using a smaller scale which precedes the primary research (Saunders et al., 2012) to understand the purpose and question of the study. A pilot study can be defined a small study to test research protocol, data collection, research technique, and sampling strategy used to prepare the primary research (Hasan et al.,2006) to identify the suitable methods to use while undertaking this study.

The pilot study was undertaken to save time and money, using 10 participants with significant knowledge about the Nigerian travel agency. The participant's consent was requested before engaging in this pilot study to test any weakness in the survey questionnaire. Participants were asked to provide feedback to check the relevance of the questionnaires and help understand the time frame required in filling the questionnaire clarity of the questionnaires. During the pilot study, the participants identified a minor flaw: the lack of a section where participants' opinions could be outlined. This was corrected by including two open questions to address the problems in the Nigerian travel sector. However, the pilot was only undertaken for quantitative research and not qualitative research due to time constraints and the global effect of the pandemic.

3.11 Data Collection Method

Data collection is a process of collecting and gathering information using different means. According to Harahan (2017), data is a raw unprocessed, unorganized fact, and they have little meaning or benefits; they are empty by themselves but make sense when integrated.

Osorio (2014) states that data collection involve elements like data collection such as coding instruments, (i). Data processing includes encompassing and segmenting information. (ii). Data archiving which involving data protection and privacy (iii). Data distribution (iv). Data analysis coding and publication, (v) data repurposing indicate the transformation procedures. There are two major types of data collection, mainly a. Primary data collection b. Secondary data collection.

3.11.1 Primary data

Primary data collection is the raw collection of data that have not been collected or analyzed by other researchers. This research study involves a primary data collection method that includes an interview conducted on a face-to-face basis; the interview process was a Semi-Structured interview that allows free expression and flexibility using the NVivo software. A questionnaire was adopted for the quantitative method, and SPSS 17.0 software used other

techniques like mean median, standard and deviation to conclude without bias. Harahan's (2017) validity, reliability, confidentiality and anonymity, and ethical standards measures were followed.

3.11.2 Secondary data

Secondary Data Collection: Secondary data are data collected by researchers from various parts of the world Harahan (2017). This includes published and unpublished data, including newspapers, articles, books, a publication from an organization, research reports. The secondary data used in this study include Nigerian newspaper reports, articles, books, blogs, reports from NANTA and other agencies. A theoretical framework was designed using the secondary data articles and books and was primarily used in the literature review.

3.11.3 Justification of selecting Primary and secondary collection methods

Both primary and secondary methods were adopted to collect data, which enables researchers to address the aim and objection the research gap in the study—using the primary method to collect accurate data directly from the source from the top and middle-level manager in Nigeria travel agency using Semi-Structured interview. Furthermore, using the survey to gather data from employees and customers of the Nigerian travel agency is used to test the hypotheses addressing the research aims and objectives and the research gaps. Secondary data was gathered from recent articles, government websites, books, newspapers, and other websites. Both primary and secondary use to complement each other builds a concrete argument.

3.12 Research Instruments

This section encompasses the measurement tools adopted to collect data related to the research problem to get a required result. Using collection data tools, sampling methods, study populations, and data collection procedures.

3.12.1 Quantitative questionnaire design and measurement

This research study adopts a strategic design for questionnaire design to collect valuable feedback. This was done by considering the length of questionnaires which did not exceed the maximum of 36 questions, the questions were examined numbers severally, and unnecessary questions were removed. Furthermore, additional scaling designs identified by Taherdoost(2016) attitude and rating scaling techniques were adopted for survey questions such as Likert scale strongly agree as 5, Agree as 2, Neutral as 3, Disagree as 4, and strongly disagree as 5. It is linked with closed-ended questions also semantic differential scale, which

intends to evaluate how strong the respondent opinions involve other scaling methods like dichotomous scale was used, which is used to gather precise and clear responses from the respondent, they involve 'Yes' and 'No' questions. Lastly few open-ended questions were included at the end of the survey question to get more ideas on the respondents' opinions to identify the significant problems or factors affecting organizational performance in the Nigeria travel agency. This research also exploits interval scales and nominal scales to ensure all valuable information are collected. According to Kothari (2018), the little assist categorizes participant backgrounds in age, genders, education, occupation considering students, customers, management teams.

Using an ordinal scale helps compare participants' responses using Likert scales to collect feedback based on essential interval scales. The several scales adopted are rating scales such as rating scales, i.e., graphic and altitude scales like the Likert scales, which, according to Creswell (2014) and Taherdoost (2016), aids in gathering accurate responses, and the open-ended question helps understands respondents' opinions better.

The survey questionnaire for this study comprises four sections. The first section includes the consent page and the demography section, where age, jobs, position, gender, employment status are analyzed. The second comprises questions that help comprehend the internal and external features affecting organizational performance in the Nigerian Travel sector. Furthermore, the change management ideas were included to analyze specific elements and the connection between change and organizational performance in the Nigeria Travel sector.

The third section focuses mainly on rating scales that focus on understanding the knowledge of mostly the management teams regarding the internal and external environments. Lastly, the last two questions (Question 35 and 36) was open questions where participants could express their ideas and give opinions about the rising issues in the Nigerian travel sector. Google form was used to create this survey question as survey monkey seemed only to allow five questions which will be unsuitable for this research.

3.12.2 Qualitative Semi-structured interview Design

This study uses a semi-structured interview technique in collecting primary data from the management team of two travel agencies, namely Company A (Optimal travel and logistic) and Company B (Efficacy Travel agency). This qualitative data collecting process focuses on management teams because of the research objectives and aim, which requires in-depth knowledge of the process running inside the travel agency and how this leads to outputs. A total of 25 semi-structured questions were developed with the motive to allow participants to share their experience while the interviewer also controls the conversation; this creates a form

of flexibility where the interviewer can stop diversion and deviation of the topic and also allows a two-way communication (Zikmund et al., 2010 and Kothari 2018). The interview question addressed the research problems and essential research gaps encountered in the literature view. However, three top management team participants from each travel agency were interviewed due to the global pandemic and primary constraints highlighted in the limitations.

3.13 Data Collection Procedure

This section describes the research procedures adopted for the data collection process in this research. This study investigates the business model innovation in the Nigerian travel sector and how it impacts organizational performance from the management team and customer perspective. This study uses two travel agencies in Nigeria. The first (Company A- Optimal travel and logistic) is a successful travel agency that has been in business for years, while the second company (Company B- Efficacy travel agency) is a small travel agency which has been in business for two years, comparing the data received from this research. The population of this study the employees and customers of the Company A and B travel agency. These travel agencies are situated in Lagos, Nigeria. The travel agency in Lagos was selected because Lagos is an industrial state in Nigeria that comprises several companies, Lagos is a highly populated and industrial city, and it is accessible and convenient with diverse cultures.

The geographical juxtaposition, access, and convenience significantly impact the site of study (Yin, 2013), which ensures a smooth data collection process. The use of mixed embedded method publishes results individually, and its less time consuming and helps minimize the use of resources which can impact the sample size and data collection procedure.

3.13.1 Population and Sampling Method

The population is defined by Rahi (2017) as the individuals, people, or things that one seeks to be comprehended, while sampling is a selection process whereby a sample unit of the population is selected to measure the qualities, beliefs, nature, and values of people. Salazar, Corcyra, and DiClemente (2015) .Selecting population sample of this research is selected based on the research aims and questions. The small and medium travel sector is targeted for this researcher to analyze the growth and development process and performance base and its improvement of business model innovation. The samples in this study are collected statistically, analyzing the data collected. Kumar (2011) states that the accuracy of the finding is dependent on the sample selection and collection. The mixed sample design was adopted using non-probability to understand this study's concept better. Selecting the appropriate

sample population is essential. There are two types of sampling methods non-Probability sampling and probability sampling - This sampling method, as stated by Taherdoost (2016), provide all element in the population an equal chance of being included in the sample; this will involve first designing a sample frame while using a computer program to generate numbers to select sample frame randomly.

Taherdoost (2016) further states that probability or random may be costly in time and cost, but it has the greatest freedom from bias. Other types of probability sampling include. A. Simple random, b. Stratified random, c. Cluster sampling, d. Systematic sampling, E. Multi-stage sampling.

Non -Probability sampling, according to Ethical Balasko(2017), is a sampling technique that does not allow a basis of allowing the elements in the universe to have a chance of being studied as a sample. Non-probability sampling is mainly associated with case study designs and also states that the participant sample or case do not need to be representative or random but must be accompanied by a clear validation (Taherdoost, 2016). There are several non-probability methods: quota sampling, accidental sampling, judgemental sampling or purposive sampling, expert sampling, snowball sampling, and modal instant sampling.

Non- Probability sampling is adopted for this research considering its significant benefits. For the quantitative study, a non-probability sampling technique is adopted, focusing on the convenient sampling method, which according to Taherdoost (2016), involve accessible and readily available participant, and is mainly used by the student because of its low cost and is considered an easy option compared to others it can involve using friends and family as a participant. This is adopted because it is cost-effective and time-constrained.

The purposive method was adopted for the qualitative method, which is also called judgemental sampling. According to Ethical, Balasko(2017), this is a judgement-based sampling method where the researcher determines the best and most suitable set of participants that would provide the best information to achieve the objective of the study; this method focuses on participants with the same idea and perception in other to provide the same information. It is also low cost and ideal for exploratory research (Taherdoost 2016).

A Semi-structured interview style is adopted and focuses on only small and medium travel agencies in Nigeria distributing online surveys and questionnaires in Travel agencies, using coding and tabulation for data analyses. According to Walkman (2011), sample population does not necessarily mean people but also cases; this research questionnaire will be given to in selected categories using sampling frame only management team and worker will be given a

questionnaire to fill. While semi-structured interviews will be conducted with management teams in a Nigerian travel agency to gather relevant data

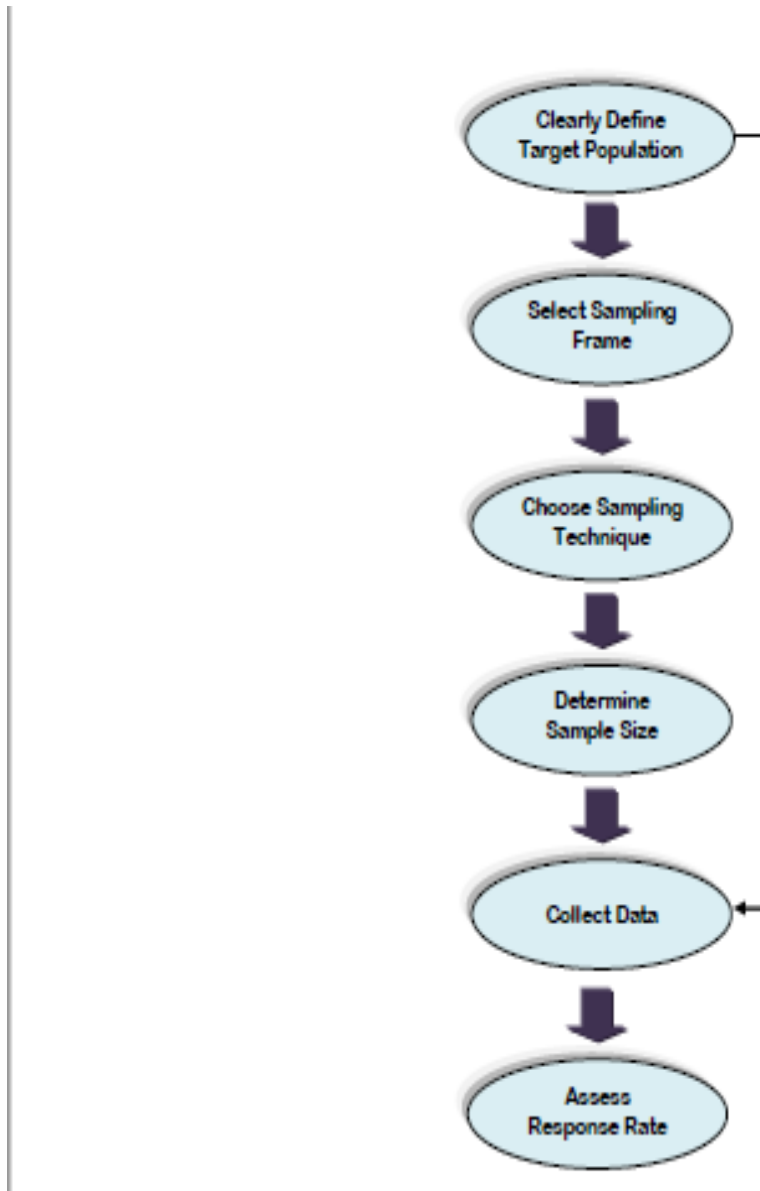


Figure 3.3: Sampling process steps. Source: Taherdoost H (2016).

3.13.2 Target Population:

Primary data was collected in Nigeria is situated between latitude 040 01' and 130 09' and longitude 020 02'E to 140 30'E and consists of 36 states with 21 domestic and international airports. (Biwa. T 2018). The primary data was collected using the quantitative method (Survey questionnaires and qualitative semi-structured interviews to build up this study).

3.13.3 Survey Questionnaire Procedure

The target population in this research study will be based on the number of employees in a small and medium Nigerian travel agency. The number of long-term workers over travel agency was 10 to 20 workers but increased as the travel sector increased further. The target population for this research study was selected based on the concept of the study, which is based on business model innovation and only employees and the management team have information.

3.13.4 Questionnaire respondents

The non-Probability sample technique is adopted for this research for quantitative study using survey questionnaires. The quantitative questionnaire respondents comprise customers and employees of the Nigerian travel agency. Samples from two travel agencies were collected to make up the quantitative sample of Three hundred.

3.13.5 Determine the sample size

Macamba (2014) states the sample size is determined by sampling method must be the right amount if the sample is too small, there will be a lack of sufficient data to back up the research, and if the sample is too large there will lead to complexity in research and expensive cost of study and could also lead to inaccuracy in results. To determine the sample size in this study, a pilot study by selecting a few people to participate in this research as a test run is conducted to determine if the study is feasible and gain valuable insight and become familiar with the research environment.

Choosing the right and adequate sample is crucial; the size of the sample must be relative to the intricacy of the sample. Taherdoost. (2016) identifies

$$n= p (100-p)z^2/E^2$$

n is the essential sample size

P is the percentage occurrence of a state or circumstance

E is the maximum proportion error required

Z is the value equivalent to the level of confidence required

Taherdoost. H (2016) states E considers the level of precision, making the margin of error or acceptable risk for the researcher. Z focus on the level of confidence, ensuring features of the populace are accurate.

Using a sample calculator to determine the sample size, the sample size needed for the survey was 169. The sample size was determined by inputting a confidence interval of 95% confidence level of 95. Algetic. M.A (2014) states that 150 is sufficient for descriptive analysis and 200 sample size for confirmatory factor analysis. However, in this study, three hundred and twenty surveys were collected; twenty were either incomplete or empty, but three hundred surveys were total for this research.

Confidence Level:

95% ▾

Population Size:

300

Margin of Error:

5% ▾

Ideal Sample Size:

169

Figure 3.4: Qualtrics 2020 <https://www.qualtrics.com/blog/calculating-sample-size>.

$$ME = z\sqrt{\hat{p}(1 - \hat{p})}/n$$

$$0.05 = 1.91\sqrt{0.2(1 - 0.2)}/n$$

$$0.05 = 1.91 \sqrt{0.2(1 - 0.2)}/n$$

$$0.2 \times 0.8/n = (0.05/1.96)^2$$

$$n = 0.2 \times 0.8 / 0.000533$$

$$n = 300$$

Where:

n =sample size

ME=the desired margin of error; here, it is estimated to be .05

z = z -score, here it is 1.91 for a 95% confidence interval p = is the prior judgment of the correct value of p , it is 0.2.

3.13.6 Interview Participant

This research study was undertaken with six interview participants in the management team in two different travel agencies in Nigeria. Three participants were interviewed from Company A (Optimal Travel and logic), a travel agency with much business experience; another three were interviewed from Company B (Efficacy travel agency), a small travel agency. Purposive sampling was adopted from this interview method because it is cost-effective and allows the researcher to express their opinion and ideas. Top and middle-level management teams and employees who have worked in the Nigeria Travel agency for over three years were selected to participate in this research.

3.13.7 Sample Frame

Table 3.1: Sample Frame

Sample frame highlights participants of this research study these groups participating in the interview. Employees between the ages of 20 -50years will also participate in the survey.

Table 3.1: Sample Frame Created by Author

Category	Population	Sample	Sample Percentage
Top Level Managers	2	--	---
Middle Level Manager	2	--	---
Operational Level Manager	2	--	---

The sample frame is selected from the selected cases and represent the population. The sample frame will be chosen from two companies that are used as case studies for this research work.

3.13.8 Sampling technique

The sampling method used in this study is non-probability/non-random research sampling focusing on convenience sampling technique for Quantitative data and Purposive for qualitative data. According to Saunders (2009), convenience sampling is the selection of respondents who are conveniently accessible, which ensures the deliberate selection of participants that will provide the correct information; this research sampling method is chosen as this research study focuses on a specific area and information can only be gathered from inside the travel agency. This research uses the non-probability technique because it identifies cost and time as necessary; the population chosen was centred around the employees and customers of the travel agencies. According to Saunders (2009), adopting a snowball population, *"the researcher identifies a small number of subjects which in turn identify others in the population, and is commonly used when it is difficult to identify members of the desired population"*. Furthermore, convenience sampling was also adopted to select the population based on availability and accessibility to ensure a practical yet time-conscious study.

3.14 Data collection process

This is the next necessary step, and the appropriate data collection method for this mixed embedded method research is primary data gathered using research instruments like interviews and surveys. The literature review is based on secondary data such as journal articles, textbooks, newspaper articles, company policies.

3.14.1 Accessing response rate

This includes the number of responses from Nigeria Travel agencies. Several travel agencies were contacted; twelve did not respond, one dropped out, but two travel companies are willing to participate and have approved.

3.14.2 Questionnaires

This section shows the response rate of willing participants using about 300 hundred questionnaires which focuses on employees of the chosen travel agencies because of the nature of the research, the knowledge needed is based on the business model innovation of the chosen travel agencies and how it affects organizational performance, this focus on internal performance and its effect on internal performance.

The questionnaire answers the second research question, which analyses the challenges faced during the enhancement of BMI in the Nigerian travel sector. According to World Travel and Tourism Council (2019), as of 2013 travel and tourism industry has contributed significantly to the global economy, but the sudden decline has declined yearly, according to Oni (2019) and

Biwa. (2018), the decline in booking has been identified as lack of strategy, fraudulence acts, poor regulations, and mismanagement of strategy. A total number of 300 survey questionnaires were received by the respondents using Google forms and the data the collection process was stopped after the collection was complete.

3.14.3 Interview Procedure

This research uses a Semi-Structured interview as a qualitative method which answers the third research question to answer the third research question, which illuminates what strategy is used in business model innovation of the travel agency and its effect on the travel agency.

The second data collection instrument will be the interview, a primary qualitative method of data collection. Six top and middle managers from Company A and company B were interviewed in English; each interview lasted 30-40 minutes.

Interviews were conducted through video and voice calls using Skype and WhatsApp video calls based on the participants' preferences.

3.15 Data Analysis

Vargas-Hernández (2014) states that data analyses consist of classifying, grouping, tabulating, and examining the evidence to address this study's initial aim and objective. Also, using a systematic data analysis process for integrating strategic management framework. By using diverse data on accessible materials and developing this study, creating tabulation, using gathered primary data, collecting data and observing events and situations from various sources and examining different perspectives and opinions using interviews and Survey questionnaires from data collection based on empirical evidence, Bryman (Rothacker 2004).

Analyzing and assessing the variable and interviews conducted using mixed embedded method research will be analyzed and studied to develop hypotheses, grounded theories and finding that will further lead to introducing an effective recommendation on alliance and integrating of strategy in the Nigerian travel agency and recommending how further their framework developed can be used and improved.

3.15.1 Quantitative Data Analysis

The hypothesis was developed based on the research problems developed based on considering existing research. The hypothesis developed was tested using the quantitative survey method, and results were developed based on the findings of the data collected.

The categorical data will be used to analyze the quantitative data, and data will be classified into two categories. The data completed will be collected and transferred to the SPSS 17.0

(Statistical Package for the Social Science) to analyze the data collected to complete statistical and numerical analyses.

Furthermore, Silva (2017) states that the questionnaire is used as an instrument, but a pre-test is done on a small sample size in the travel sector. The use of a questionnaire is a quantitative method adopted survey questionnaire based on the according to Haqq (2015) will be based on codes and themes as samples represent population and result will be triangulated to ensure quality. According to Kumar (2011), this questionnaire will be based on anonymity. The questionnaires will be divided into four sections – The first section comprises the company profile, including yes and no questions, the second section views the employee's knowledge of the company's strategy.

The third section will include the perception of employees' knowledge of the organization strategy performance and its effect on the internal and external environment; the fourth will be based on satisfaction and recommendations for improvement. The adopted questionnaires will be strictly employee based; this research is employee focused and not customer focused because of the scope and focus of this research. Three hundred questionnaires will be distributed to employees as an instrument for data collection focusing on the 30 per cent on organizational performance, 30 per cent on change management strategies and 40 per cent on BMI. The data collected will be used to draw findings and hypotheses, and most importantly, the data collected will be used to design a framework to improve organizational performance. Using a cross-sectional survey includes gathering information on the population at a single point rather than over a long period to understand them (longitudinal survey).

Using different scaling and coding techniques, Likert scale points in Section B data in the same way as presented in the questionnaire, strongly agree as 5, Agree as 4, Neutral as 3, Disagree as 2, and strongly disagree as 1. Open questions were also included in the last two questions when participants could state their opinions. The precision of the data collected was analyzed. Using descriptive statistics such as frequencies, percentages) were calculated for all of the questionnaire items. Graphs and tables were also used to show the representation of results. However, the hypothesis was tested, and recommendations were developed based on these hypotheses. The dichotomous scales were also used for yes and no questions. Furthermore, rating scales like the semantic differential scale was used alongside the Likert scale to gather and interpret data that measure the connotative meaning of the respondent's reply.

3.15.2 Qualitative Data

3.15.3 Thematic Analysis

Thematic analysis is employed as a qualitative data analysis method used to observe, identify, and examine repeated patterns, using designated codes, and created themes. The interpretation of relevant data collected was analyzed (Mbrets, Tornier and Friel ink 2020). These thematic analyses were developed to address the research problems and objectives. Themes were developed based on analyzing gaps in this research; these themes were tested using semi-structured interviews to address the research objectives.

According to Silva (2017), using software like QSR NUDIST or NVivo, the qualitative Solutions and Research- Non –Numerical Unstructured Data Indexing and Theorizing, analyses and interprets data using coding process theories.

Thematic analyses are employed to understand that the interviews were transcribed digitally; all information collected will be categorically sectioned and coded. Several themes were connected to validate the results. The interview will be a semi-structured interview with various coding processes, categories, and themes (Haqq, 2015) which answers the second research objective of this study; this is to ensure flexibility and create a warm and secure environment where participants can express themselves. The interviews were carried out at a scheduled time or by Skype and WhatsApp calls and video. Furthermore, these interviews focus on three components business model innovation, change management frameworks and organizational performance. The interviews are recorded with the participants to reduce the risk of missing or finding and conclusion.

Also, the adoption of interviews, as stated by Rahi (2017) and Silva (2017), precise categorization is necessary for the analyses and validation while the research questions are being answered. Also, the use of unstructured inter creates an opportunity for the participants to take freely, according to Biwa. (2018), Hicklin (2018) envisaging research finding in diagrams and tables to compare proportion, trends, and independent variables, focusing on specific values highest and the lowest value, data distribution.

3.16 Validity

According to Kimberlin and Winterstein (2008), Hair et al. (2007) state validity as the measurement of the interpretation of the result of a test, questionnaires participants can respond in an inconsistent manner which can affect the scale used to measure the variable Hair al (2007). Hypothesis drawn during this research will be tested and validated to avoid falsification. According to Taherdoost (2016), this is the total measurement of actual data

collected within the travel sector from primary sources to draw a hypothesis and build a change management framework.

The data analysis, focusing on three significant concepts, namely the business model innovation, organization performance and change management, will be based on the identifying factors affecting BMI in the Nigeria Travel sector and how BMI has been evolving through time and change management framework can be designed to improve organizational performance in the chosen travel agencies. To ensure all data are collected without mishaps, a sub-level of coding is developed. According to Taherdoost (2016), the coding will be done manually; a colour coding footnote was adopted in the interview transcript to highlight similar and corresponding answers and significant and less significant items.

Analyzing the determinant of BMI in chosen travels agencies and its effect on the internal and external environment. Lastly, the outcome of BMI and the impact on firms were analyzed, also how the firm captures and creates value leading to organizational performance.

1. Validity of qualitative: This research explores and connects the validity and effectiveness of the chosen instruments; it also focuses on using the right measure to enlighten the meaning of BMI and its effect on Nigerian travel agencies. Lob (2015) argues that the increasing criticism of validity has been since 1970 and has led to different methods and criteria. Other criticism involves the ineffectiveness of qualitative research being unable to rely on a specific paradigm Lob (2015).
2. Validity in Quantitative- Haile and Twycross (2015) also states that validity in quantitative research expands on the clarity and vividness of data that contribute to the development by following guiding principles and ensuring all instrument used covers the population and measurements.

3.17 Reliability

According to Harahan (2017), reliability is not validity; reliability deals with dependability and sincerity, and authenticity is also the strength of qualitative research that prevent errors and bias and presents replication (Creswell 2013). According to Kumar (2011) and Harahan (2017), reliability is the unbiased quality of measurement procedure gathered from the travel sector via interviews and surveys that will be accurate even when repeated. However, the mixed embedded method is used to prevent bias during research by ensuring data analyses and collection processes are error-free and consistent with recurrent testing Harahan (2017). Research carried out should be without bias or discrimination on participants, and also

confidentiality is crucial; data protection and safeguard are essential. Using the equivalence reliability Healed and Twycross (2015), which focuses on qualitative measures of determining the stages of agreement between two or more observers, qualitative reliability was accessed using interviews and accessing a measuring and comparing the facts stated by the top and middle-level managers of the travel sector.

According to Kumar (2011), reliability is the unbiased quality of measurement procedure gathered from the travel sector via interviews and surveys that will be accurate even when repeated. According to Harahan. (2017) states validity as the measurement of the interpretation of a test result. For the survey, participants can respond inconsistently, affecting the scale used to measure the variable Harahan. (2017) Hypothesis drawn during this research will be tested and validated to avoid falsification. According to Taherdoost (2016), validity is the total measurement of actual data collected within the travel sector from primary sources to draw hypotheses and build a change management framework.

Ensuring the reliability and variability of data collection and analyses by gathering considerable evidence from managers and employees. This research uses a case study of an innovative and well-known organization to identify problems and ensure control over complex phenomena. Emphasis on this measure strengthens the validity and reliability of the findings and minimizes bias. According to Hicklin (2018), triangulation of the initial finding with other secondary data internal research, archive, blog increases validity and reliability. This research ensures that all theory developments, interview scripts, and archive documents regarding the case study organization will be anonymous.

3.18 Research Ethics

According to the University of Wales Trinity Saint David (2017-2020), this research will be undertaken with mutual respect and trust of the participants and the company. This research will also be undertaken with the proper approvals from the University of Wales Trinity Saint David and the chosen travel agencies been used as a case study; the procedures and requirements for this research will be clearly stated for ethical clearance. This Research will regard the Ethical stated under the Department of Health, 2001/2005, ESRC (2005/2010) article states that all research should be conducted under scrutiny to avoid mistreatment of persons and information gathered from participants will be kept company information securely, and names will be anonymous. Furthermore, ethical approval from the University of Wales Trinity Saint David is obtained before collecting data. Ensuring any violation will be notified to University of Wales Trinity Saint David Ethical Board will release an Ethical consent form.

3.19 Limitations

This research faced certain limitations, such as non-financial and financial constraints. The financial constraints involve limited funding for training on SPSS, travelling for interviews and constant rewrite of this research. However, non-financial limitations involve the limited sample size, which is used to the fact that the employee population in the small and medium travel agency is not significant as this research focuses on the population inside the travel sector/agency. The time factor is another constraint as delayed replies were gotten from Nigerian travel agencies due to several factors; about thirteen travel agencies were contacted, ten did not reply based, and one backed out only two travel sectors were willing to partake in this study. There was also inconsistency in response, and some participants were reluctant. The business model innovation managers of the Nigerian travel sector can be limited as some managers have little knowledge of the impact of the business model innovation.

Limitations in research design due to the limited sample and interviews were done independently to avoid bias, the use of mixed embedded method makes result challenging to integrate. Furthermore, the complexity of designing the proper framework to access the flaws of the theories requires expertise. Lastly, the latest worldwide epidemic of the Covid-19 virus has led every travel agency and other public places to be on lockdown, affecting the participant's movement and accessibility.

3.20 Chapter Summary

This chapter gives a significant description of the data collection and analyses tools adopted for this research study. The importance of selecting the right tools and instruments for analyses is crucial and can affect the findings of this research. This chapter justifies the reason for choosing research philosophy, research paradigm, research strategy, research design, research methods, data analysis tool, and it further explains the technique for data collection and analysis. Adopting a mixed embedded method research approach is to gather enough comprehensive data to address the research gaps and objectives. This led to adopting a pragmatic paradigm, abductive approach, case study, and explanatory design that aids an accurate data analysis. The use of a survey questionnaire and semi-structured interview is adopted for this study, the validity and ethical consideration were explained, and the limitations were also explained. The next chapter uses regression and correlation analysis to test hypotheses developed during quantitative analysis in this research.

Chapter 4 – Quantitative Analysis

4.1 Introduction

The destination perspective implies the need for a systematic regrouping of the tourist product, i.e., the ability to activate a system of relational networks coordinated between the different decision-makers and between the various actors in the public and private of the tourist destination. The tourist experience is attributable to a set of structures, services, resources, infrastructure, and specific decision-makers (including in the institutional aspects of competence) and to an identifiable set of actors, but this does not automatically present itself as a targeted and organized structure. The chapter is focused on carrying out a survey questionnaire for the undertaken topic; for this purpose, MS Excel was utilized in setting perspective, pie charts were designed to understand the data more adequately. Correlation and aggression analysis is used to test the study to draw a conclusion-based testing this hypothesis:

- H₀. The internal and external factor have no impact in aiding change management in business model innovation.
- H₁- Change management have a positive impact on business model innovation.
- H₂- Organizational capability is a driving factor in BMI in improving organizational performance.
- H₃ - Strategy and culture are driving factors in BMI in improving organizational performance.
- H₄- Finance and firm are driving factors in BMI in improving organizational performance.
- H₅- Market environment is a driving factor in BMI in improving organizational performance.
- H₆- Customer demand is a driving factor in BMI in improving organizational performance.
- H₇- Technological development is a driving factor in BMI in improving organizational performance.
- H₈ - Internal and external factors impacts organizational performance.

4.2 Reliability Analysis

Using Cronbach's alpha to calculate the reliability and validity scale of the quantitative data collected, to determine the link items are as a group and internal reliability (Bryman 2012). Cronbach's value for this research is involves showing a high degree of reliability in the internal consistency.

4.3. Descriptive statistics

This section presents the demographics of using gender, age, and job categories as a representation.

4.3.1 Demographics Analysis (Section 1)

Demographic statistics was adopted to measure the response rate and percentage of occurrence across all survey questions, using nominal scale to identify the age and various demographic of respondents. Demographics results are highlighted below.

Chart. 4.3.1: presents data on respondents' gender

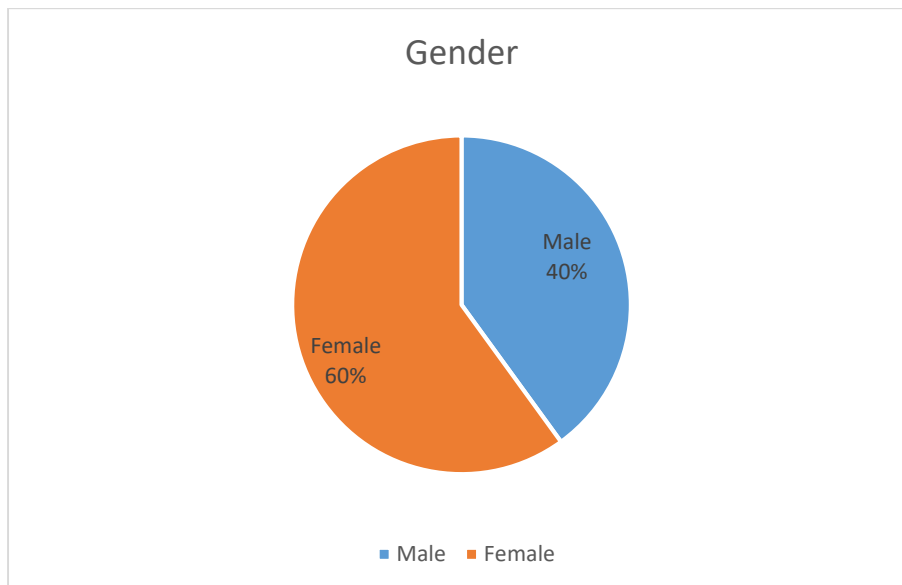


Figure 4.1: Gender

The above chart shows the participants gender breakdown in the survey, which involves 40% male 120 participants, a female percentage of 60%, 180 participants, and 300 participants. This means majority of the participants are female.

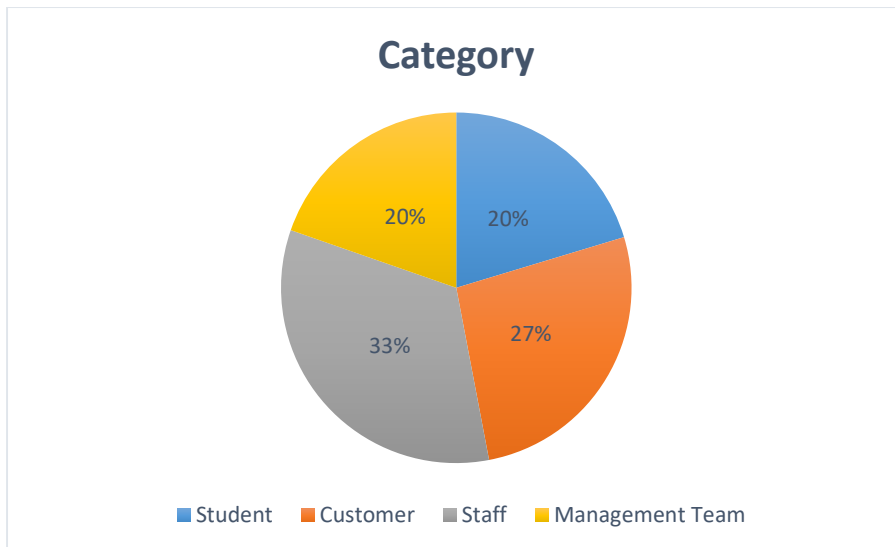


Figure 4.2: Category

The above chart shows the category, classifying the set of participants that took part in the survey. The categories comprise of Student 20% (61), Customer 27% (80), Staff 33% (100), and Management team 20% (59). These categories were selected to gather relevant and practical raw data based on the customers' view and the staff and top management perspective.

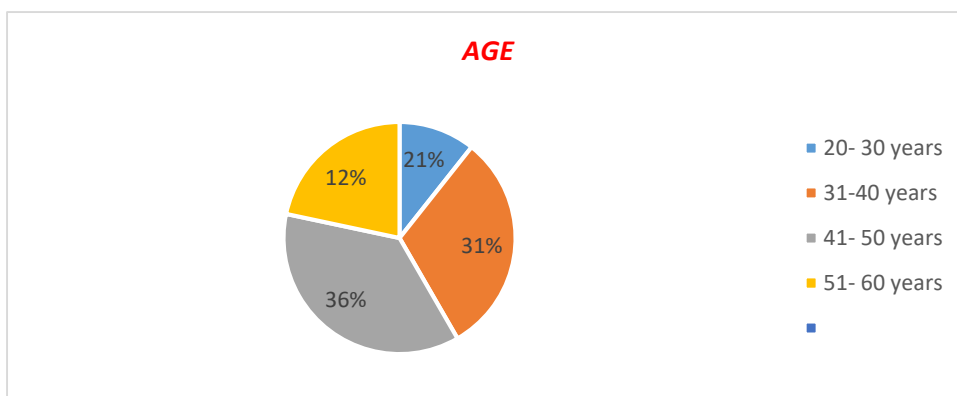


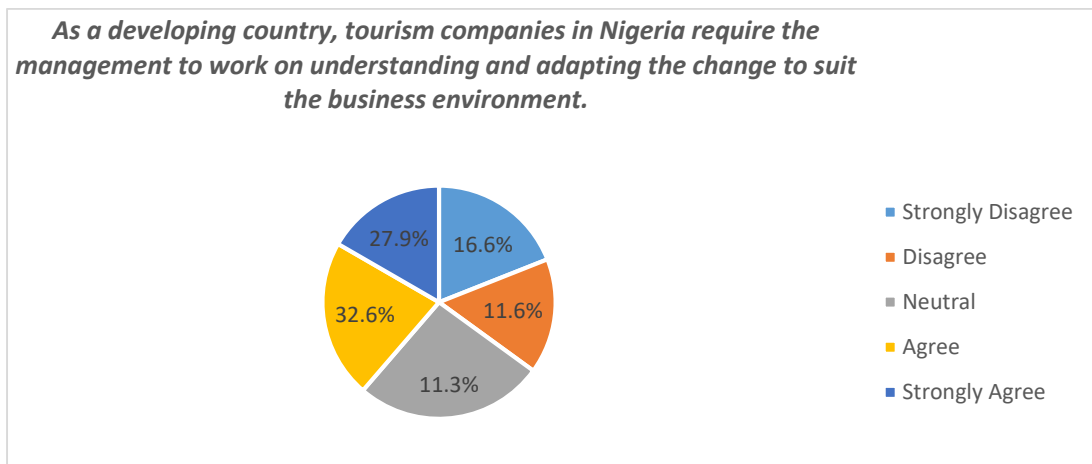
Figure 4.3: Age of the respondents

The above data shows 21 percent of respondents belong to age group 20-30. 31 percent of respondents belong to age group 31-40 years, 36 percent of respondents belong to age group 41-50 and finally 12 percent of respondents belong to age group 51-60 years.

4.4.1: Result on Change management

The section analyses various questions on change management using rating scales such as 5-point likert scale question (rating from strongly agree to strongly disagree) to gather a high tenacity data to determine and rate the response of the research based on 5-point rating scale which identifies their level of feeling towards change management to further address issues on change management.

Figure 4.4: As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment

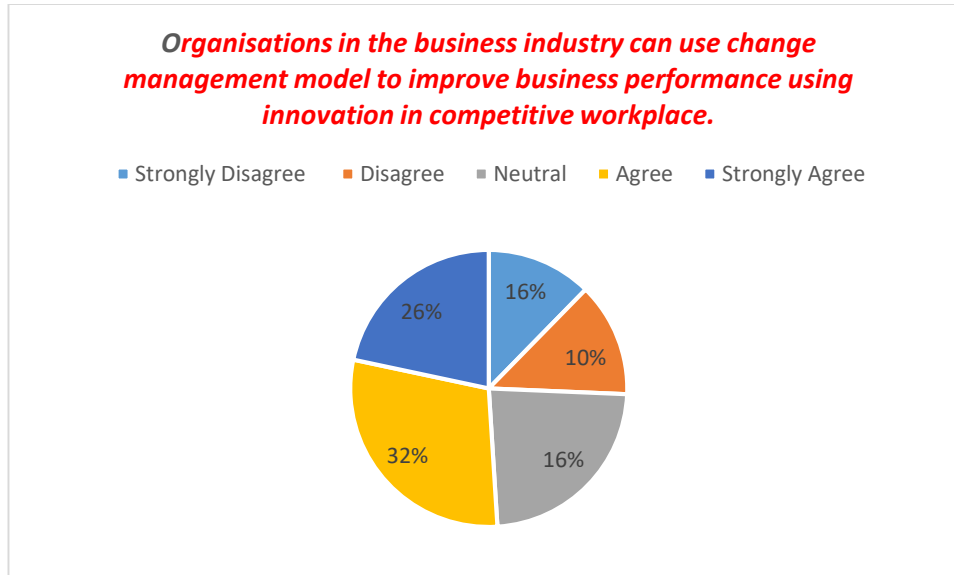


The above chart, "As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment", determine that 16.6% of individuals who participated in the survey strongly disagree with this statement, 11.6% individuals disagree to the statement as well.

Besides, 11.3% of individuals have a neutral opinion considering the statement about the tourism sector in Nigeria and the need for change management. Furthermore, 32.6% of individuals who participated in the survey agree to this statement, and 27.9% strongly agree that the sector has high potential. However, it requires a robust change management system.

4.4.2 Change Management 2

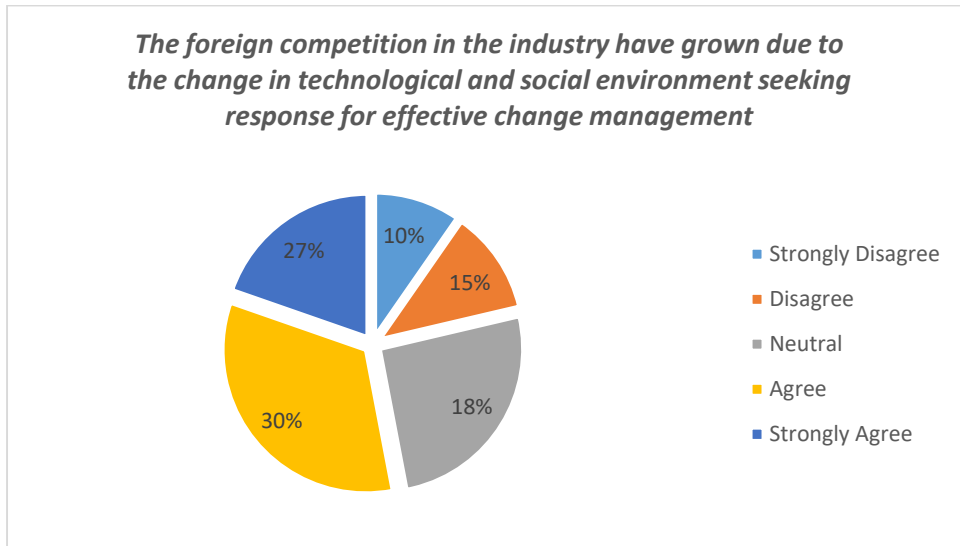
Figure 4.5: Organisations in the Nigerian business industry can use change management model to improve business performance using innovation in competitive workplace.



The above chart, "Organisations in the Nigerian business industry can use a change management model to improve business performance using innovation in a competitive workplace." It determines that 16% of individuals who participated in the survey strongly disagree with this statement; 10% disagree with the statement as well. Besides, 16% of individuals have a neutral opinion considering the statement. Furthermore, 32% of individuals who participated in the survey agree with this statement, and 26% strongly agree with this statement. Managerial innovations are based on new means of organisational collaboration, improving employee skills, compensation for wages and benefits. The main challenge for many tourism companies is to develop methods to retain staff and maintain flexibility within their organisation. Managerial innovations are not only reserved for paid employees but are also intended for volunteers. It is accurate for volunteers since they help protect natural sites. The proper functioning of small museums in the provinces or festivals and on them sometimes depends on the development of services and revenues collection.

4.4.3 Change Management 3

Figure 4.6: The foreign competition in the industry have grown due to the change in technological and social environment seeking response for effective change management

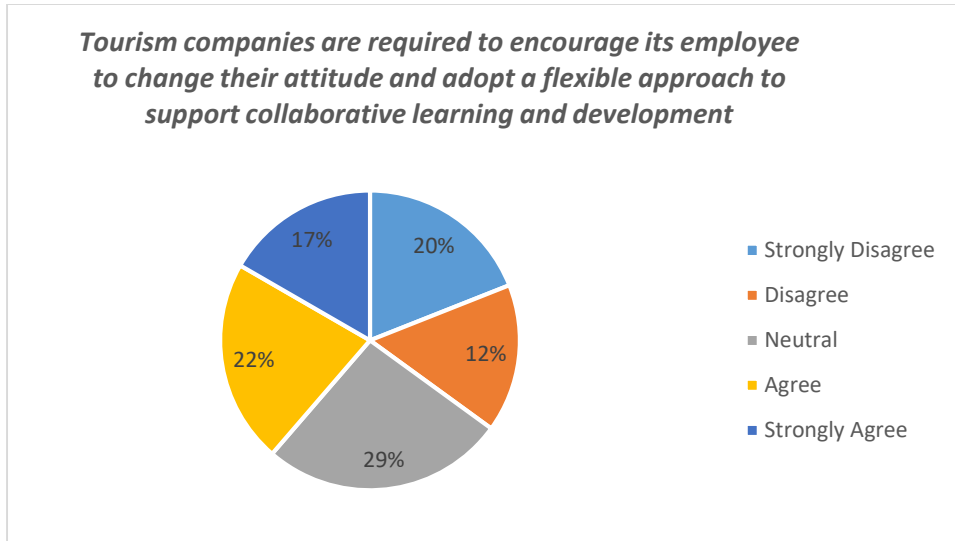


The above chart, "The foreign competition in the industry have grown due to the change in a technological and social environment seeking response for effective change management", determine that 10% of individuals who participated in the survey strongly disagree with this statement, and 15% disagree the statement as well. Besides, 18% of individuals have a neutral opinion considering the statement. It is believed that the sector needs a solid system to work on the increasing competition in the industry, looking forward to identifying the areas where the change can be supported successfully.

Furthermore, 30% of individuals who participated in the survey agree to this statement, and 27% strongly agree to determine that the tourism industry needs to be restructured using a change management system to meet the requirement of technology and social environment in Nigeria long-term requirements successfully.

4.4.4 Change Management 4

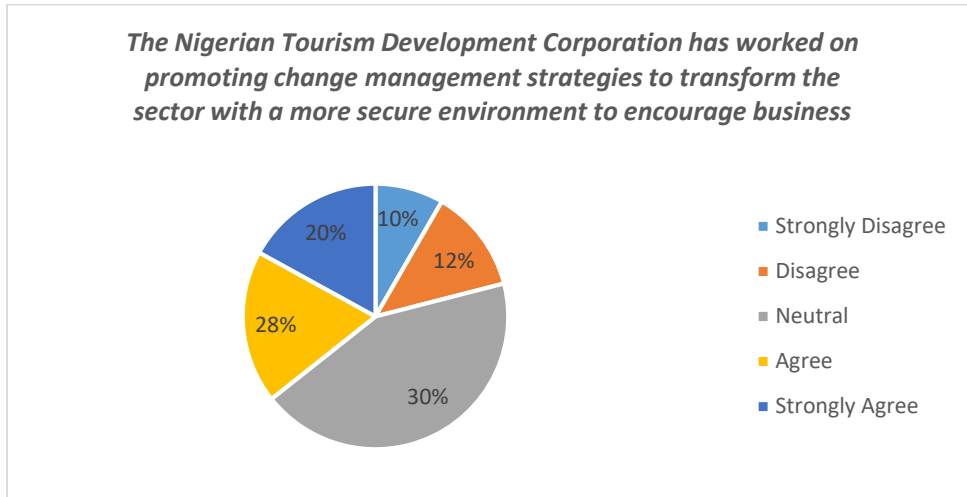
Figure 4.7: *Tourism companies in Nigeria fails because of its efficiency with the change factors such as lack of skills or having valued employees.*



The above chart, "Tourism companies in Nigeria, fails because of its efficiency with the change factors such as lack of skills or having valued employees", determine that 20% of individuals who participated in the survey strongly disagree with this statement, and 12% disagree with the statement well. Besides, 29% of individuals have a neutral opinion considering the statement. It is found that the tourism companies in the region need to work on the efficiency of their system following the change management system. The industry somehow lacks the skills and capabilities to support the change. Thus, it requires the organisations to train their employees, showing the value to improve their satisfaction levels. Furthermore, 22% of individuals who participated in the survey agree to this statement, and 17% strongly agree that skill management needs to be implemented to improve the work structure to meet the industry's competitive advantage.

4.4.5 Change management 5

Figure 4.8: *The Nigerian Tourism Development Corporation has worked on promoting change management strategies to transform the sector with a more secure environment to encourage business*



The above chart, "The Nigerian Tourism Development Corporation has worked on promoting change management strategies to transform the sector with a more secure environment to encourage business." determine that 10% of individuals who participated in the survey strongly disagree with this statement, 12% individuals disagree to the statement as well. Besides, 30% of individuals have a neutral opinion considering the statement.

Furthermore, 28% of individuals who participated in the survey agree to this statement, and 20% strongly agree that skill management needs to be implemented to improve the work structure to meet the industry's competitive advantage.

4.4.6 Qualitative data backing up quantitative data on Change management

With a thorough examination of the factors of change management in the quantitative analysis has shown Change management is a crucial tool needed for the improving organization performance in the Nigeria travel sector. This is backed up by Qualitative analysis

Question 23 identifies the main factors necessary for building a change framework in the companies.

What is the building change agent capacity to develop a qualified framework implementing the innovation framework changes?

COMPANY A- PARTICIPANT 1

"Connect with a Host Agency, necessary Training, develop a Niche Market, become the expert. Give Your Customers the Service You Want for Yourself".

COMPANY B- PARTICIPANT 5

Even though they are new and we have a low capacity now, we are trying to adopt new strategies as a new company like align culture with strategy and processes. Connect culture and accountability, Have visible proponents as well."

Question 15 - What is the purpose behind implementing change management strategies within the Nigerian tourism sector seeking opportunities?

COMPANY A—PARTICIPANT 1

"In today's fast-paced business world, being able to adapt to change is a quality any successful organisation needs. Within the Nigeria tourism industry, conditions and requirements are constantly changing. As a result, to be successful, companies must be adaptable.

By helping employees better understand change, companies create a more open-minded workplace and open to change. Change management can help ease this tension and create a smooth process.

When employees are more engaged, the transition can happen more quickly and ultimately save the organisation time and resources.

Setting a standard for change early on and maintaining consistency can help create a more flexible and innovative workplace".

COMPANY B—PARTICIPANT 5

Effective coordination of activities towards the implementation of strategies

"Improve on strategies, improving opportunities, competitive advantages, better management of hospitality and operations".

- *Question 6 What do one think about the business industry's changing dynamic and the change need for change?*

COMPANY A – PARTICIPANT 1

"The era of Traditional Travel Agency is dying gradually. To justify a big commission, a modern travel agency must coordinate multiple travellers, hotels, and airlines. Thanks to the Internet, the way that people travel and vacation have changed drastically. The traditional agent serves as the hub between travellers, hotels, and airlines. However, now, websites and expedient self-service platforms have taken over. Technology has altered travel like any other industry, and it has not stopped. Among the new developments in the travel industry are block-chain, the battle of review sites and artificial intelligence."

Participant 3

"Balance between the new and old system."

This data on change management clearly highlights the importance and the need for change as supported by the qualitative data. It is also clearly stated that change cannot be avoided or ignored, changes also varies its can be technological, operation etc. However the crucial thing is the way t company perceive change as and finding a balance as stated by Participant 3.

4.5 Business Model Innovation

4.5.1 Result for Business Model Innovation 1

This section comprises of the data collected to analyse the knowledge the customers and employees have about the business model of the Nigeria travel agency they operate with. Furthermore, using Likert scale the operations of travel agencies were analysed to identify how the travel agencies deliver value.

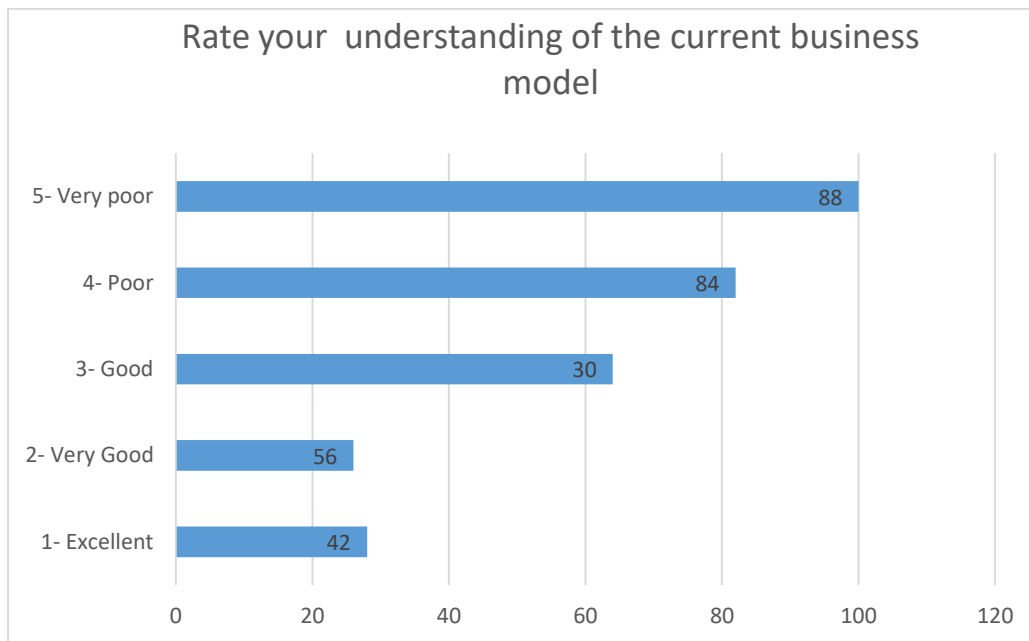


Figure 4.9: Rate your Understanding of the current Business model.

Table 4.1: Rate your understanding of the current business model

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	88	29.2	29.3	29.3
	Poor	84	27.9	28.0	57.3
	Good	30	10.0	10.0	67.3
	Very Good	56	18.6	18.7	86.0
	Excellent	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Rate your understanding of the current business model". The above result shows 14% of participants rated Excellent, 18.6 % participant as very good, 10.0% of participant rated good, 28% of participant rated poor, and 29.3% of participants rated very poor. From the travel agency's responses, even though the travel agency has developed a great connection with its customer, most of its staff have little knowledge of its current business model and affects its operation and performance.

4.5.2 Business Model Innovation 2

Table 4.2: *With business model framework, tourism companies in Nigeria can work on improving its service quality and reduce its operational cost.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	84	27.9	28.0	57.3
	Neutral	30	10.0	10.0	67.3
	Disagree	56	18.6	18.7	86.0
	Strongly Disagree	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "With the business model framework, tourism companies in Nigeria can work on improving its service quality and reduce its operational cost", determine that 14.0% of individuals who participated in the survey strongly disagree, 18.7% individuals disagree. Besides, 10.0% of individuals have a neutral opinion, 28% of individuals who participated in the survey agree t, and 29.2% strongly agree with this statement. Product or service innovations are therefore noticeable by tourists and can prove critical in the purchase decision. For example, labels provide a guarantee for sustainable tourism. Let us cite the case of the Regional Natural Parks, which benefit from a label awarded by the State concerning a remarkable territory that requires the protection of an ecosystem, the landscape quality, and the natural, historical, and cultural heritage. For the visitor, it is a guarantee in terms of sustainable tourism practice.

4.5.3 Qualitative data backing up Quantitative data on Business Model Innovation

In interview Question 1- How effective is the business model?

COMPANY A- PARTICIPANT 1

Question 1- How effective is the current business model

Participant 1 "highly effective."

Similarly, Participant 2 states, "Very effective over 80 % effective improving in areas like *Yoga, Photography, Diving, Culinary or just leisure.* "

Company B has a different success and effective rate

Participant 4 states

"So far, so good, about 45%."

Question 2 - What strategies make Company A and B business model different from other travel agency.

COMPANY A - PARTICIPANT 1

- *Question: What is one's opinion about change management and how it affects the firm's business model operations?*

"We all know that change is unavoidable, and that is just as true in travel as in other industries. When the airlines, hotels, and other travel services providers make changes, it becomes a bottleneck for the travel agency.

There has been a significant movement in traveller demographics in recent time, with people reaching young adulthood in the early 21st century making up the higher percentage of a global workforce and business travellers. This change, coupled with growing mobile and internet penetration rates worldwide, has influenced what travellers expect from the booking process.

This change means travel agency cannot be static; as such, the change management strategy to save cost, meet customers satisfaction must be put in place".

PARTICIPANT 2

"We focus on our mission which is to offer travellers unrivalled savings at a selection of handpicked destination, creating unforgotten, identifying what impact does innovate your business model able holidays at affordable prices. Using technology innovation in marketing, and sales have on today's market environment".

COMPANY B - PARTICIPANT 4

"Acquiring more knowledge, capital, advertisements."

Company A had a broad perspective about business model and is running its business model on several strategy such as e commerce, eco- tourism, using a dynamic strategy to gain an edge over other travel agency. Company B is still developing and still using the old system. In a nutshell the ability to innovate bsiness model is a great competitive advantage in the market environment.

4.6. Result for Internal factors affecting Business Model Innovation

This next section comprises of the data collected focusing on three internal factors affecting the Nigeria travel agencies business model innovation namely organizational capability, strategy and culture and finance and firm dynamics. Using both mostly Likert and dichotomous scale to collect data.

4.6.1 Internal Factor: Organizational Capability

Table 4.3: With adequate management approach, tourism companies can support functional stresses to organise, plan, direct, and control the staff to accomplish its performance targets successfully.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	84	27.9	28.0	57.3
	Neutral	30	10.0	10.0	67.3
	Disagree	56	18.6	18.7	86.0
	Strongly Disagree	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "With adequate management approach, tourism companies can support functional stresses to organise, plan, direct, and control the staff to accomplish its performance targets," determine that 14.0% of individuals who participated in the survey strongly disagree with this statement, 18.6% individuals disagree to the statement as well. Besides, 10.0% of individuals have a neutral opinion considering the statement. Furthermore, 28% of individuals who participated in the survey agree with this statement, and 29.3% strongly agree, determining that tourism companies in Nigeria are required to work on adequate management approaches and strategies to control the negative aspects of this industry accomplishing its performance targets.

4.6.2 Qualitative data backing up Quantitative data on Organizational Capability

Question 12

It aimed at identifying the positive effect of the change management process.

COMPANY A - PARTICIPANT 1

It highlights the positive impact of change management in Company A

The travel and tourism industry's change management process are not that valued as it ought to be. Many factors have made the process exposed to external and internal pressures, which have led to underperformance, or in a worst-case scenario, business failure.

The change management process can have many positive effects. Examples are:

- a. Adaptation to legal environment
- b. Cost efficiency
- c. Increase in market growth
- d. Training of employees

Participant 2 further states a new area it affects as

"Provide environmental stability like eco-tourism".

COMPANY B - PARTICIPANT 4

It also highlights how change has influenced her growth in the capital by increasing labour forces. Capital will grow the company. *"As per labour, we are still less than 10".*

Organization capability is a crucial factor affecting business model innovation. As stated by participant 1 from Company A shows company A has more organizational capability and strategy necessary for a good business model innovation while company still been a new company doesn't have the organizational capability to operate effectively. There is no sustainability strategy to effectively innovate a business model that will improve organization perform.

4.6.3 Strategy and Culture 1

Table 4.4: With Nigerian Government increasing its international visibility, the chances for new business opportunities for this country are intensified

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	43	14.3	14.3	14.3
	Agree	52	17.3	17.3	31.7
	Neutral	40	13.3	13.3	45.0
	Disagree	92	30.6	30.7	75.7
	Strongly Disagree	73	24.3	24.3	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "With Nigerian Government increasing its international visibility, the chances for new business opportunities for this country are intensified", determine that 24.3 individuals who participated in the survey strongly disagree with this statement, 30.7 individuals disagree with the statement as well. Besides, 13.3 individuals have neutral opinion considering the statement. Furthermore, 17.3 individuals who participated in the survey agree to this statement, and 14.3 strongly agree that the government must work on international visibility to look for chances for new business opportunities for the country to intensity its resources meeting its business targets. The tourism companies need to work on improvising their resources in meeting the local and international targets successfully.

4.6.4 Strategy and Culture 2

Table 4.5: Tourism companies are required to encourage its employee to change their attitude and adopt a flexible approach to support collaborative learning and development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	98	32.6	32.7	62.0
	Neutral	47	15.6	15.7	77.7
	Disagree	31	10.3	10.3	88.0
	Strongly Disagree	36	12.0	12.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Tourism companies, are required to encourage its employee to change their attitude and adopt a flexible approach to support collaborative learning and development", determine that 12.0% of individuals who participated in the survey strongly disagree with this statement, 10.3% of individuals disagree statement as well. Besides, 15.7% of individuals have neutral opinion considering the statement. Furthermore, 32.7% of individuals who participated in the survey agree with this statement, and 29.3% of participants strongly agree, determining that the government need to encourage tourism companies to encourage the stakeholders to change their attitude towards collaborative learning and development. It also encourages a flexible business approach in meeting its long-term targets successfully.

4.6.5 Strategy and Culture 3

Table 4.6: The formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	43	14.3	14.3	14.3
Agree	52	17.3	17.3	31.7
Neutral	40	13.3	13.3	45.0
Disagree	92	30.6	30.7	75.7
Strongly Disagree	73	24.3	24.3	100.0
Total	300	99.7	100.0	
Missing System	1	.3		
Total	301	100.0		

The above table, formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation", determine that 24.3% of individuals who participated in the survey strongly disagree with this statement, 30.6% of individuals disagree to the statement as well. Besides, 13.3 individuals have neutral opinion considering the statement. Furthermore, 17.3 % of individuals who participated in the survey agree to this statement, and 14.3 % of strongly agree, determining that innovations in the tourism sector are realised in different forms and result in changes or improvements in variable amplitudes. These can be linked to the product, process, organisation or marketing and distribution of tourism products.

4.6.6 Strategy and Culture 4

Table 4.7: To improvise the performance of tourism industry in Nigeria, the firm can work on seeking digital marketing strategies to support planning and development with integration of theories and practices.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	43	14.3	14.3	14.3
Agree	52	17.3	17.3	31.7
Neutral	40	13.3	13.3	45.0
Disagree	92	30.6	30.7	75.7
Strongly Disagree	73	24.3	24.3	100.0
Total	300	99.7	100.0	
Missing System	1	.3		
Total	301	100.0		

The above table, "To improvise the performance of tourism industry in Nigeria, the firm can work on seeking digital marketing strategies to support planning and development with integration of theories and practices." determine that 9% of individuals who participated in the survey strongly disagree to this statement, 8% individuals disagree to the statement as well. Besides, 26% of individuals have a neutral opinion considering the statement. Furthermore, 26% of individuals who participated in the survey agree with this statement, and 31% strongly agree with this statement. Process or process innovations generally refer to new technologies which have primarily invested in the tourism sector. Productivity in tourism businesses has improved significantly with the introduction of new ICTs. Large or small tourism businesses now have their websites. They are now using M-tourism techniques to offer their offers to mobile users quickly. Likewise, local authorities have adopted this new technique and have managed to mark up their heritage and make their offers thanks to the flash code and QRcode. Tourist guides on Mobile are therefore available and can be consulted at any time.

4.6.7 Strategy and Culture 5

Table 4.8: Innovation can help the organisation in Nigerian tourism industry to apply creative solutions to different problem linked with business to manage change in firms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	43	14.3	14.3	14.3
	Agree	52	17.3	17.3	31.7
	Neutral	40	13.3	13.3	45.0
	Disagree	92	30.6	30.7	75.7
	Strongly Disagree	73	24.3	24.3	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Innovation can help the organisation in the Nigerian tourism industry apply creative solutions to a different problem linked with business to manage change in firms", determine that 24.3% of individuals who participated in the survey strongly disagree with this statement, 30.6% of individuals disagree to the statement as well. Besides, 13.3 % of individuals have neutral opinion considering the statement. Furthermore, 17.3% of individuals who participated in the survey agree to this statement, and 14.3 % of strongly agree that the Nigerian tourism industry can use innovation to work on creative solutions with different problems associated with business management strategies that understand the standards and implement the change successfully.

4.6.8 Strategy and Culture 6

Table 4.9: Nigerian government can work on supporting change stereotyping to highlight the country's culture, norms, creativity, and hospitality to seek professional development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	98	32.6	32.7	62.0
	Neutral	47	10.3	10.3	88.0
	Disagree	31	15.6	15.7	77.7
	Strongly Disagree	36	12.0	12.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
	Total	301	100.0		

The above table, "Nigerian government can work on supporting change stereotyping to highlight the country's culture, norms, creativity, and hospitality to seek professional development", determine that 12.0% of individuals who participated in the survey strongly disagree with this statement, 15.7% individuals disagree to the statement as well. Besides, 10.3% of individuals have a neutral opinion considering the statement. Furthermore, 32.7% of individuals who participated in the survey agree with this statement, and 29.3% strongly agree with this statement. To achieve these sustainable objectives, innovation is proving to be an essential mechanism, driven by voluntary approaches from different organisations, sometimes political, driven by the constant need to protect ecosystems, consume more responsibly, and improve the quality of life. Municipalities and regional authorities tend to develop policies for sustainable tourism and encourage local or regional initiatives.

4.6.9 Strategy and Culture

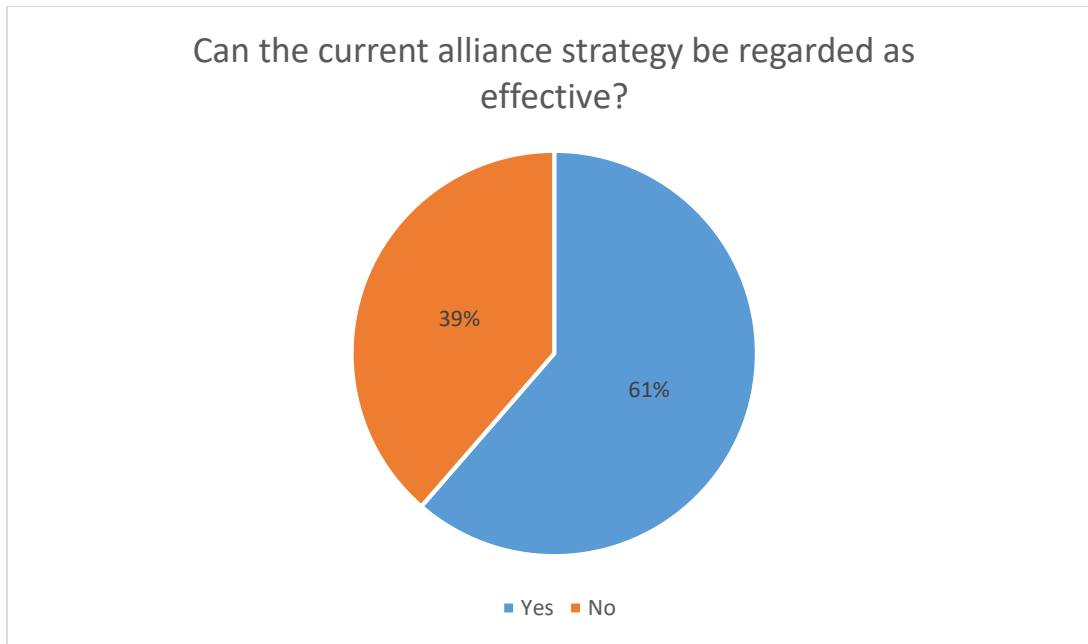


Figure 4.10: Current alliance strategy

The above chart "can the current alliance strategy be regarded as effective". The result was positive as 61% rates the current alliance strategy as effective, while 39% rates their current alliance strategy as ineffective.

4.6.10 Qualitative data backing up Quantitative data on Strategy and culture

The strategy and innovation techniques adopted in company A (Optimal) include several innovative strategies adapted by Company A and their impact on the travel section's progress and performance. Company A acknowledges the importance of the use of right and diverse strategy.

COMPANY A - PARTICIPANT 2-

We combine online and face to face to give better meaning to global travel and *Yoga, Photography, Diving, Culinary or just leisure*

Participants 3 also agrees by stating, "Use of technological innovation, face to face and online service system."

However Company B is seen to be struggling with thier current business model as Participant 5 states, it is a new company, but we try to connect with the customers face to face

Participant 6 further agrees by We use only face to face communication for now

The data received suggested that the strategies adopted affect the performance

Question 3 - "What innovative strategies have been adopted by the organisation, and how does it impact organisational performance?"

This further addresses the types of strategies used by Company A and B that different from other travel agencies Company A,

Company A-PARTICIPANT 1

Our strategy is the adoption of e-Commerce, and it has affected the organisational performance in the following areas:

a. Exposure to a global industry, b). Addressing the change in consumer and industry Behaviour c). Cost reduction and increase in profitability

Participant 2 goes further to explain how these strategies are met in various ways

"We hunt worldwide for locations and assess luxurious and exquisite travel site for the perfect vacation and customer's satisfaction. We provide exceptional local guide and building a solid relationship with local partners and hotel worldwide

We also have operation specialist and tour experts that ensure quality service is delivered."

COMPANY B - PARTICIPANT 4

It identified marketing strategies such as "*Marketing-*

Bulk SMS, Fliers, One on one marketing". These are also supported by participant 5 and participant 6.

QUESTION 8

Change strategy is a necessary tool to add value and achieve company objection. This section aims at measuring the travel agency ability to adapt to change within its environment. This further aims to identify strategic flexibility, including adjusting and realigning a strategic plan.

Question 8 Can change management be used to analyse specific business strategy?

COMPANY A- PARTICIPANT 1

"Change management can be used to analyse specific business strategy by creating a win-win situation for parties involved, fighting decision fatigue, communicating change and understanding travellers' path".

COMPANY B- PARTICIPANT 4

"Yes. We use an online platform; we are working towards making direct ticket sales from our website."

Question 10- examines how the change in the business model innovation and culture will affect employees and firm performance

COMPANY A- PARTICIPANT 1

"We perceive change management as a key to survival and profitability in today's competitive environment. However, some employees are resistant to change management due to the following reasons.

- *Heavy investment in current work*
- *Some expect more because of change*
- *Some are not technologically savvy*
- *Those whose change options are left for others."*

Participant 3 further states other effects are fear of failure, fear of change in cultural or work system

COMPANY B - PARTICIPANT 4

It states how this affects her company directly.

"Because my company is new, it is easily affected by the change, such as the current Covid 19, which has impacted growth and profit badly. Hmm, it led to a total shut down. It affects travels directly as the Airports are locked. We are brainstorming to diversify."

Participant B further explains

"People are not always used to the idea of change. However, resistance to change affects the organisation badly while other organisations are moving forward. The resistant organisation is stuck in the past".

Question 17 - What are the key factors of survival for tourism organisations in an innovative and competitive culture?

It examines how the factors that affect innovative and competitive culture in the travel sector.

COMPANY A- PARTICIPANT 1

The travel and tourism field are fast-growing paced and rapidly growing in the world. Each year, the tourism industry is increasing seems more difficult for employees to undertake the trainer of new entrants to the fields. The parallel growth in the use of sophisticated technologies has complicated this situation. Simultaneously, travellers throughout the world have become more sophisticated, more knowledge and more demanding.

Participant 2 adds other factors such as "*Technological advancement, development in strategies, embracing change*".

COMPANY B PARTICIPANT 4 -

"Management of highly competitive market, Regulating body or government for resources, support and funding".

NO 24 – focus on culture and its hindrance in Change management in BMI

COMPANY A- PARTICIPANT 1

Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?

"Values and beliefs, race, gender, religious, socio-economic status".

COMPANY A - PARTICIPANT 5

"Cultural barrier, religious normal, work ethic, competition, security concern".

Strategy is the roadmap that helps an organization achieve its goal and mission. Company adopts several strategies which is implemented to develop its business model. Company A adopts different strategy of marketing and operation which focus on consumer behaviour, global Behaviour, Cost reduction and increase in profitability, company A also introduces strategies like e-commerce and eco-tourism. This helps the travel sector understand what success feels like. Also, Company B adopts some strategies like Face to face marketing, Sms, door to door adverts. This strategy are good but they are limited while company

A explores other strategy and this has led to the growth of Company A. However Company B need to adopt more flexible strategy to improve growth and performance.

4.6.11 Finance and firm dynamics 1

Table 4.10: Managers in Tourism companies of Nigeria can work on setting highest standards of performance with corporate government to support frenetic organisational roller coaster

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	81	26.9	27.0	27.0
Agree	56	18.6	18.7	45.7
Neutral	46	15.3	15.3	61.0
Disagree	64	21.3	21.3	82.3
Strongly Disagree	53	17.6	17.7	100.0
Total	300	99.7	100.0	
Missing System	1	.3		
Total	301	100.0		

The above table, "Managers in Tourism companies of Nigeria, can work on setting highest standards of performance with the corporate government to support frenetic organisational roller coaster", determine that 17.6% of individuals who participated in the survey strongly disagree with this statement, 21.3% individuals disagree to the statement as well. Besides, 15.3% of individuals have a neutral opinion considering the statement. Furthermore, 18.7% of individuals who participated in the survey agree with this statement, and 26.9% strongly agree, determining that companies in the tourism sector work on identifying the Nigerian region's potential in setting high standards of performance with the corporate government supporting the frenetic organisational roller coaster. It has been found that these companies are working on improvising their work standards, looking forward to identifying their local potential aiming to set high standards accomplishing their corporate targets.

4.6.12 Finance and Firm Dynamics

Table 4.11: Nigerian tourism companies can work on regulating its natural resources to attract its tourism with the natural beauty and environmental peace

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	84	27.9	28.0	57.3
	Neutral	30	10.0	10.0	67.3
	Disagree	56	18.6	18.7	86.0
	Strongly Disagree	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Nigerian tourism companies can work on regulating its natural resources to attract its tourism with the natural beauty and environmental peace", determine that 14.0% of individuals who participated in the survey strongly disagree with this statement, 18.6% of individuals disagree with the statement as well. Besides, 10.0% of individuals have neutral opinion considering the statement. Furthermore, 27.9% of individuals who participated in the survey agree to this statement, and 29.2% strongly agree that Nigerian tourism companies must regulate their resources and festivals to attract new tourism industries and sectors with the neutral advantage to this industry in developing environmental peace. It will also help the organisation in the Tourism sector support the region in accomplishing its business targets.

4.6.13 Finance and Firm Dynamics

Table 4.12: Tourism management can help the organisation in Nigerian Tourism Industry to reduce economic and social elements and eradicate poverty in future.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	81	26.9	27.0	27.0
	Agree	56	18.6	18.7	45.7
	Neutral	46	15.3	15.3	61.0
	Disagree	64	21.3	21.3	82.3
	Strongly Disagree	53	17.6	17.7	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Tourism management can help the organisation in Nigerian Tourism Industry reduce economic and social elements and eradicate poverty in the future", determine that 17.6% of individuals who participated in the survey strongly disagree with this statement, 21.3% disagree with the statement as well. Besides, 15.3% of individuals have a neutral opinion considering the statement. Furthermore, 18.6% of individuals who participated in the survey agree with this statement, and 26.9% strongly agree with this statement. Schumpeter's approach to finding categories of innovation has been applied in the tourism sector. Several categories of innovation are identified: product or service, process, and process, managerial or commercial. Product or service innovations concern changes observed directly by the customer and new, either because they have never been seen before or because they were newly designed by the company (new tourist product or new specific destination).

4.6.14 Finance and firm dynamics

Table 4.13: Nigerian Tourism Corporation can work on setting up its resources with relevant nation brand to adjust its strategies with conglomerate diversification in its change performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	98	32.6	32.7	62.0
	Neutral	47	15.6	15.7	77.7
	Disagree	31	10.3	10.3	88.0
	Strongly Disagree	36	12.0	12.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Nigerian Tourism Corporation can work on setting up its resources with relevant nation brand to adjust its strategies with conglomerate diversification in its change performance." determine that 12.0% of individuals who participated in the survey strongly disagree with this statement, 10.3% of individuals disagree to the statement as well. Besides, 130 individuals have neutral opinion considering the statement. Furthermore, 32.6% of individuals who participated in the survey agree with this statement, and 29.3 strongly agree, determining that innovation in the tourism sector generally comes from elements arising from environmental, cultural, or even social issues. It can also bring gain in terms of quality to tourists.

4.6.15 Finance and Firm Dynamics

Table 4.14: The change in organisational structure of the Nigerian Tourism industry have worked on supporting its positive image to support the plan process and strive the forecasted performance;

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	84	27.9	28.0	28.0
	Agree	98	32.6	32.7	60.7
	Neutral	34	11.3	11.3	72.0
	Disagree	34	11.3	11.3	83.3
	Strongly Disagree	50	16.6	16.7	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "The change in the Nigerian tourism industry's organisational structure has worked on supporting its positive image to support the planning process and strive the forecasted performance", determine that 16.6% of individuals who participated in the survey strongly disagree with this statement, 11.3% of individuals disagree to the statement as well. Besides, 11.3% of individuals have neutral opinion considering the statement. Furthermore, 32.6% of individuals who participated in the survey agree to this statement, and 27.9% of strongly agree determining that it is essential for the Nigerian tourism sector to work on the change in organisational structure to support a positive image supporting the planning process striving to forecast the performance successfully meeting the international tourism industry.

4.6.16 Qualitative data backing up Quantitative data on *Finance and Firm dynamics*

Finance and firm dynamics are crucial resources for the development of the travel agency. The quality of human labour and experience, skills work ethics are necessary for innovating the business model and improving the travel sector's productivity, staff motivation, and travel agency opportunity.

Question 19 focuses on the importance of human resources.

What are the crucial aspects of human and capital element requirements in the Nigerian tourism industry?

COMPANY A - PARTICIPANT 1

"Education, training of staffs, productivity and wages."

Participant 2 further states- *resource management including Productivity, cost management, training and strategy."*

COMPANY B - PARTICIPANT 4

"Development of tourism skills, More GDS training, learning more about visas and their requirements."

Question 20 - Address the effect of inadequate human resources

COMPANY A – PARTICIPANT 1

What are the consequences of tourism companies in the absence of adequate human and capital elements in strategic initiatives?

Participant 1- *"Poor quality service, inconsistency in job performance, employee dissatisfaction, reduce turnover"*.

COMPANY B – PARTICIPANT 4

"Lack of human connection, technology has made it easy reducing human labour and cost of labour."

PARTICIPANT 5

Today's technology has made it easy to reduce human labour and labour costs by using the advanced technological application. However, people still are human connection.

PARTICIPANT 6

"Human connection is relevant for communication and interaction even though technology has taken over the technology system".

COMPANY B – PARTICIPANT 6-

Human resources management should include *"Teaching and coaching staff, employing professional, learning from competitors"*. Identifies the skill and structure that are vital in the organisation

Question 16 – What are the required skills and structure needed for organisations in the tourism sector to identify the problems and improvement areas?

COMPANY A PARTICIPANT 1

"Communication, leadership, strategic, management, digital world."

COMPANY B, PARTICIPANT 5

"Risk management skills, implementation of value, ability to deal with travel emergencies, management skill".

Question 21 focuses on innovation and its effect of change management in the workplace

What is the likelihood for companies planning an innovative change management strategy in a competitive workplace

COMPANY A- PARTICIPANT 1

"Assist with support for organisational development through the effective elimination of the problems that hinder the organisations' development. When such problems are identified and change made, the organisation will start experiencing development."

COMPANY B – PARTICIPANT 6

"Development of better manufacturing distribution and sales management team".

Finance and firm dynamic are main factors that effect a firm's business model. The firm dynamic can be changed in size and how it expands and contrast as well as entry and exit of a firm. This is also relatively linked to finance and organizational resources.

4.7 Result of External Factor Influencing Business Model Innovation

This section comprises of the data collected on the external factor influencing the business model innovation of the Nigeria travel agency focusing on three major factors such as market environment, customer demand and technological development. The combined use of dichotomous scale to get clear and precise response and also likert scale.

4.7.1 Market Environment 1

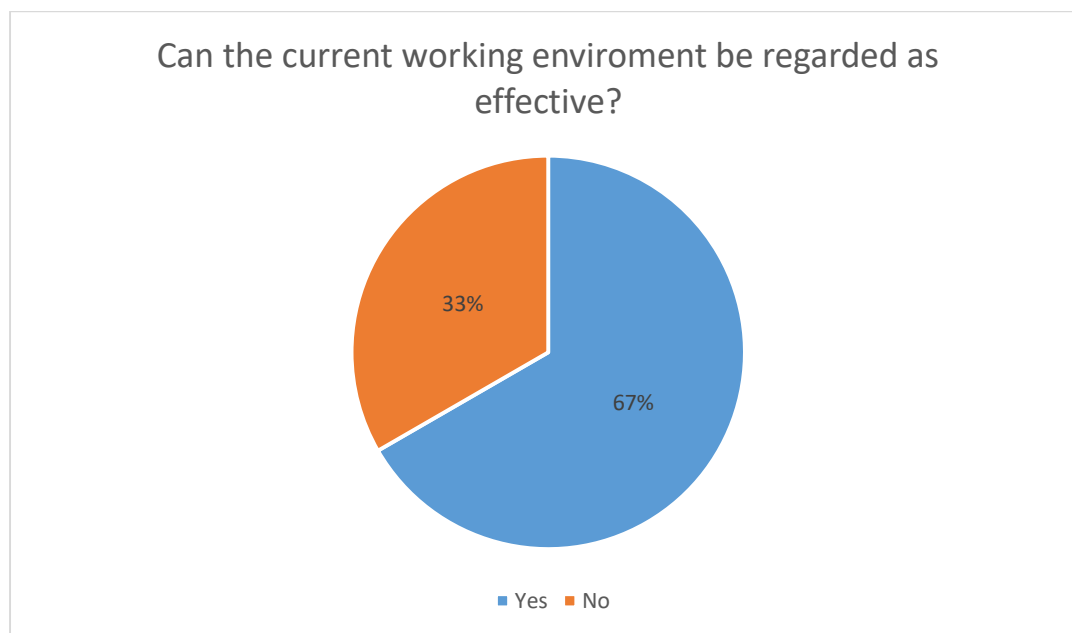


Figure 4.11: Can the current market environment be regarded as effective?

The above chart "can the current working environment be regarded as effective". The result was positive as 67% rates the current environment as effective, while 33% rates their current working environment as ineffective. This means majority of participant perceive their working environment as effective.

4.7.2 Market Environment

Table 4.15: As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	84	27.9	28.0	28.0
	Agree	98	32.6	32.7	60.7
	Neutral	34	11.3	11.3	72.0
	Disagree	34	11.3	11.3	83.3
	Strongly Disagree	50	16.6	16.7	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment", determine that 16.6% of individuals who participated in the survey strongly disagree with this statement, 11.3% of individuals disagree to the statement as well. Besides, 11.3% of individuals have a neutral opinion considering the statement about the tourism sector in Nigeria and the need for change management. Furthermore, 32.6% of individuals who participated in the survey agree to this statement, and 27.9% strongly agree that the sector has high potential. However, it requires a robust change management system.

4.7.3 Market Environment 3

Table 4.16: The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	81	26.9	27.0	27.0
	Agree	56	18.6	18.7	45.7
	Neutral	46	15.3	15.3	61.0
	Disagree	64	21.3	21.3	82.3
	Strongly Disagree	53	17.6	17.7	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "The business environment in Nigeria operates in the complex and dynamic political and economic environment to maintain its existence in the industry", determine that 17.6% of individuals who participated in the survey strongly disagree with this statement, 21.3% disagree statement as well. Besides, 15.3% of individuals have a neutral opinion considering the statement. It is believed that the tourism sector needs a solid system to overcome the complexity of the study sustaining its existences in the industrial setting.

Furthermore, 18.7% of individuals who participated in the survey agree to this statement, and 27% strongly agree, determining that the sector have high potential. However, it needs to sustain the complexity of this system.

4.7.4 Market Environment

Table 4.17: Due to the complex political and economic environment, the tourism sector of Nigeria has developed a negative image across the world.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	98	32.6	32.7	62.0
	Neutral	47	15.6	15.7	77.7
	Disagree	31	10.3	10.3	88.0
	Strongly Disagree	36	12.0	12.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Due to the complex political and economic environment, Nigeria's tourism sector has developed a negative image across the world." It is determined that 12.0% of individuals who participated in the survey strongly disagree with this statement, and 10.3% disagree. Besides, 15.7% of individuals have a neutral opinion considering the statement. It is discovered that the tourism companies in the region need to work on the efficiency of their system following the change management system. The industry somehow lacks the skills and capabilities to support the change. Thus, it requires the organisations to train their employees, showing the value to improve their satisfaction levels. Furthermore, 32.6% of individuals who participated in the survey agree to this statement, and 29.2% strongly agree that skill management needs to be implemented to improve the work structure to meet the industry's competitive advantage.

4.7.5 Market Environment

Table 4.18: Firms in tourism industry can support forecasting changes and development of policies and procedures to achieve the objectives in changing work environment.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	84	27.9	28.0	57.3
	Neutral	30	10.0	10.0	67.3
	Disagree	56	18.6	18.7	86.0
	Strongly Disagree	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Firms in the tourism industry can support forecasting changes and development of policies and procedures to achieve the objectives in changing work environment", determine that 14.0% of individuals who participated in the survey strongly disagree with this statement, 18.6% of individuals disagree the statement as well. Besides, 10.0 of individuals have neutral opinion considering the statement. Furthermore, 28.0 individuals who participated in the survey agree to this statement, and 29.3 strongly agree that to forecast the changes, tourism companies in Nigeria must work on setting up their resources according to the changing work environment. It works on developing the policies and procedures of the tourism sector in Nigeria according to international targets.

4.7.6 Market Environment

Table 4.19: The internal and external environment in business development model for tourism companies work on diffusion strategies to develop its resources with joint-ventures and co-branding seeking segmentation strategy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	84	27.9	28.0	28.0
	Agree	98	32.6	32.7	60.7
	Neutral	34	11.3	11.3	72.0
	Disagree	34	11.3	11.3	83.3
	Strongly Disagree	50	16.6	16.7	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "The internal and external environment in business development model for tourism companies, work on diffusion strategies to develop its resources with joint-ventures and co-branding seeking segmentation strategy." determine that 16.6% of individuals who participated in the survey strongly disagree with this statement, 11.3% individuals disagree to the statement as well. Besides, 11.3% of individuals have neutral opinion considering the statement. Furthermore, 32.6 individuals who participated in the survey agree to this statement, and 27.9% of strongly agree, determining that the implementation of a sustainable tourism policy, mass tourism still contributes to the pollution of the atmosphere, the oceans and freshwater. Climate change and its tourism links have been examined in depth over the past five years. In this, specific tourist destinations are themselves already affected by climate change. Tourism directly affects air, water, soil, and ecosystems; indirect effects on transport, water consumption, energy, and raw materials.

4.7.7 Market Environment 7

Table 4.20: Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	81	26.9	27.0	27.0
Agree	56	18.6	18.7	45.7
Neutral	46	15.3	15.3	61.0
Disagree	64	21.3	21.3	82.3
Strongly Disagree	53	17.6	17.7	100.0
Total	300	99.7	100.0	
Missing System	1	.3		
Total	301	100.0		

The above table, “The Nigerian government takes initiatives to promote business development have worked on promotional campaigns to develop a positive brand image.” It is determined that 17.7% of individuals who participated in the survey strongly disagree with this statement: 21.3% of individuals disagree with the statement. Besides, 15.3% of individuals have a neutral opinion considering the statement. Furthermore, 18.7% of individuals who participated in the survey agree to this statement, and 27.0% strongly agree, determining that efforts have been noted in the private sector in the form of self-regulation, corporate social responsibility, eco-certification, or even the practice of marketing. However, some real estate developers pressure the public authorities to develop projects unfavourable to ecosystems' conservation.

4.7.8 Market Environment

Table 4.21: The government of Nigeria can work on encouraging different types of tourism strategies to reinvest in tourism friendly production facilities successfully.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	83	27.6	27.8	27.8
	Agree	98	32.6	32.8	60.5
	Neutral	34	11.3	11.4	71.9
	Disagree	34	11.3	11.4	83.3
	Strongly Disagree	50	16.6	16.7	100.0
	Total	299	99.3	100.0	
Missing	System	2	.7		
Total		301	100.0		

The above table, "The government of Nigeria, can work on encouraging different types of tourism strategies to reinvest in tourism-friendly production facilities successfully." determine that 16.7% of individuals who participated in the survey strongly disagree with this statement, 11.4% individuals disagree to the statement as well. Besides, 11.4% of individuals have a neutral opinion considering the statement. Furthermore, 32.8% of individuals who participated in the survey agree with this statement, and 27.8% strongly agree with this statement. Nigerian Tourism Company set up networks and involve the stakeholders of their territory. The actions carried out can be diverse: stimulate eco-labelling of hotels favouring nature protection, set up an educational system to safeguard the cultural heritage or even encourage the adoption of the local Agenda 21. Among the different approaches to local networks developed, some encourage increasing small tourism businesses' viability, assimilating them as stakeholders. However, in general, VSEs are often grouped with the local population under the heading "private sector" or "host community"

4.7.9 Qualitative data backing up Quantitative data on Market Environment

This section focuses on analysing how current business model innovation affects its target market. Analysing the market environment brings about change.

Question 4 - Addresses the impact the business model innovation has over the market environment today and vice versa

COMPANY A – PARTICIPANT 1

The interviewer explains the impact of the current market environment on the current BMI – *"It is highly effective in understanding customer's preferences, competing agencies, our resources and budgets as well as the legal, political and regulatory environments"*.

Participant 2 also add influencing factor such as - *"Understanding customer's preferences, competing agencies, budget, and government policies"*.

COMPANY B – PARTICIPANT 4

It states, *"We bring honesty and integrity to the sector. Which has been helping us and make existing clients refer us to new ones."*

Participant 6, however, helps to clarify Participant 4 response by stating

"The company is just two years, so we are still developing."

COMPANY A - PARTICIPANT 2

Question 9- further address process of dealing with market changes - With the designed change, can the organisation work with business and market expansion successfully

"Yes, it can be used to develop a new strategy, improve service, and view the travel sector through customer's eyes to understand the needs".

COMPANY B - PARTICIPANT 4

"Yes, through adaptation to current rising change and partnering with bigger companies."

Question 11, addresses how they are leading market change can impact business process. What are the leading market changes to support business process improvement to increase the market share of companies?

COMPANY A - PARTICIPANT 1

'Economic growth, market demand, technology, employees' education and certification.'

Participant 2 addresses focus on, e.g., tourism as a strategy-

"We adopted strategies like eco-tourism- which is tourism focused on the threatened natural environment, wildlife and support these. Our eco-tourism is focused on Costa Rica, where recreational hunting is illegal, catch-and-release fishing is exhilarated".

COMPANY B – PARTICIPANT 4

Through innovation, strengthening customer relationships, partnership and hiring the right people practices".

Participant 6 states, *"through innovation, strengthening customer relationships, partnership and hiring the right people practices".*

Market pressure like a new market, new entrants, new strategy, policy change, innovative business logic ideas increase competition and affect the organisational capability to innovate. These factors have forced the travel industry's market environment to improve its strategies and business model innovation as competition intensifies and several market prospects and breakthroughs are discovered, which provide competitive advantages. Company A can be seen to be flexible and adapt just to market change, economic growth market and customer demand. Company B focuses on innovative strategy to address the evolving market environment

4.8.1 Customer Demand

Table 4.22: With change management, employees at Tourism companies can face unprecedented demands and challenges to cope with the dramatic change to maintain firm's performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	43	14.3	14.3	14.3
	Agree	52	17.3	17.3	31.7
	Neutral	40	13.3	13.3	45.0
	Disagree	92	30.6	30.7	75.7
	Strongly Disagree	73	24.3	24.3	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
	Total	301	100.0		

The above table, "With change management, employees at Tourism companies can face unprecedented demands and challenges to cope with the dramatic change to maintain firm's performance", determine that 24.3% of individuals who participated in the survey strongly disagree with this statement, 30.6% of individuals disagree to the statement as well. Besides, 13.3% of individuals have neutral opinion considering the statement. Furthermore, 17.3% of individuals who participated in the survey agree with this statement, and 14.3% of individuals strongly agree that tourism companies must work on change management strategies to meet the industry's unprecedented demands and challenges to cope with the dramatic change in maintaining the firm's performance successfully.

4.8.2 Qualitative data backing up Quantitative data on customer demands

National security and government have been a pressing issue in Nigeria. The high rate of Insecurity has hindered the travel sector's growth as the high rate of robbery, harassment, kidnappings, rape, instability, and high insurgencies like terrorism like the book haram group. These factors hinder tourists from visiting and create a sense of fear. Bad governmental policy with the shortage of funds to enforce government rule and a bad implementation of governmental actions and decisions. Nigeria government is perceived to plan for the development, safeguarding and global recognition of culture and traditional heritage, but failure to implement it has been linked to lack of funds, political instability, and bad governance

COMPANY A – PARTICIPANT 2

Question 25 - What are the building change agent capacity to develop a qualified framework implementing the innovation framework changes? Help identify agent such as government

Participant 2 *"Security concerns, poor maintenance of tourist sites, bad government policies"*.

COMPANY B- PARTICIPANT 4

It also states similar defects as;

"Security concerns, poor maintenance of tourist sites, bad government policies."

Participant 6 agrees by stating the elements as; *"Poor maintenance site, poor strategy and implementation, high criminal activities"*.

A successful organization adapt its product to customer demands as customer demand in a way shaoes an organizations success. Company A and B also clearly states customer demand in the travel sector is affected by government policies nd rules.

4.9 Technological Development

Table 4.23: Rate the communication and connection with customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	88	29.2	29.3	29.3
	Poor	84	27.9	28.0	57.3
	Good	30	10.0	10.0	67.3
	Very Good	56	18.6	18.7	86.0
	Excellent	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table "Rate the communication and connection with customers". The above result shows 14.0% of participants rated Excellent, 18.7% - very good, Good- 10.0, poor- 28.0, and destitute- 29.3%. From the response above, the travel agency has developed a great connection with its customer.

4.9.1 Technological Development

Table 4.24: The effect of technology innovation on sales directly influences the sales and marketing in Nigeria travel sector.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very poor	88	10.0	10.0	67.3
	Poor	84	27.9	28.0	57.3
	Good	30	29.2	29.3	29.3
	Very Good	56	18.6	18.7	86.0
	Excellent	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Rate the effect of technology innovation on sales. Use of IT on sale and marketing in the Nigeria travel sector", measures the use and impact of information technology and marketing has on the organisational performance of the Nigeria travel agency. With the majority of 14.0% of participants rating the use of technology innovation as excellent, 18.6 % of participants were excellent, 29.2% of participants as good, 27.3% of participants rated the use of technology innovation as inferior, while 10.0% of participants were very poor. It validates the impact of technology innovation in the travel sector has dramatically impacted the growth and performance in the travel sector. The adoption of strategies to revolutionise the Nigeria travel sector, enabling easy access to travel, as cell phone is our active tour guide, easy online payment. There is a level of technological advancements, such as applying an application that allows price comparison of the price difference, updating travel site with a new business model, i.e., Airbnb strategy.

4.9.2: Technological Development 3

Table 4.25: Using promotional campaign such as purchasing costly advertisement, hosting sporting event, and others can promote brand management development and strategies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	84	27.9	28.0	57.3
	Neutral	30	10.0	10.0	67.3
	Disagree	56	18.6	18.7	86.0
	Strongly Disagree	42	14.0	14.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table "Using promotional campaign such as purchasing a costly advertisement, hosting a sporting event, and others can promote brand management development and strategies" determine that 9% of individuals who participated in the survey strongly disagree with this statement, 8% individuals disagree to the statement as well. Besides, 26% of individuals have a neutral opinion considering the statement. Furthermore, 26% of individuals who participated in the survey agree with this statement, and 31% strongly agree that efforts have been noted the advent of low-cost airlines has significantly changed tourism products due to deregulation in the aviation industry against the principle of sustainable tourism. Nevertheless, some real estate developers pressure the public authorities to develop projects unfavourable to ecosystems' conservation.

4.9.3 Qualitative data backing up Quantitative data on Technology Advancement

The advent of technology has several innovative developments, ideas. Technology advancement has played a considerable part in the increase in sale.

Question 14 for large scale changes, how can change management models and technological innovation favour the Nigerian tourism industry?

COMPANY A- PARTICIPANT 1-

Innovation inherently requires some level of change. Change requires learning. However, humans and organisations tend to learn as a reaction to events. External factors like customer needs, competitive offers, new technology, economic cycle, societal change and internal factors like decisions, problems in operations, growth or decline, leadership and personnel change and changes to inter-organisation alliances are triggers that will motivate the Nigeria travel and tourism industry in new learning needed for an increase.

Participant 2 further states that technology innovation has made eco-tourism possible

"Advancement of technological innovation, Improve in eco-tourism."

Participant 3 further highlights elements such as

"Improvement in change dynamic, improvement in strategy, implementation of innovative strategies, creating value, improvement in cultural and tourism view, and impact globally".

COMPANY B

PARTICIPANT 4

"Improvement of Risk management and policies concerning the use of new technology working time, understanding of the impact of a change like Covid 19 use of right strategy",

Participant 5- *"Impact internal; and external structure of the travel sector, and improve performance in a market environment."*

Participant 6- *"Improvement of product and service, gives a competitive advantage."*

QUESTION 18—PARTICIPANT 1

It addresses the technical advantages/ Solution in the tourism sector.

What the technical solutions for the tourism industry to be implemented as solutions for cost-effective and practical work solutions?

"Improved Internet and Marketing – Online advertising, social media, blogs and online purchasing

Computer Systems, Mobile communication".

Participant 2- *"Digital, Online advertising, social media, blogs and online purchasing."*

COMPANY B- PARTICIPANT 4-

"Tourism skills, More GDS training, learning more about visas and their requirements."

PARTICIPANT 5-

"Retraining and coaching staff on technological processes and strategies, ensuring values and goals are met by setting up a daily target, improvement in partnership".

COMPANY A, PARTICIPANT 1

Question 13 further identifies the general benefit innovation has on the Nigeria Tourism sector

- 1. The provision of solutions to satisfy the customer(s) needs has not been met or remarked before*
- 2. Using some new customer interaction methods; behind the traditional methods to realise service attraction more efficiently*
- 3. The new value system and new business partnership implementations; a coalition of partners, like hotel acquisitions or mergers*
- 4. New revenue model; new revenue management models in hotels distributing costs and revenues appropriately*
- 5. New organisational system; personnel, organisation, culture, appropriate management, and organisation structure allow service providers to new jobs properly.*
- 6. New service delivery system; numerous service innovations range from electronic business to e-tourism with advanced multi-channel management, customisation of services, the introduction of the self-service concept.*

COMPANY B PARTICIPANT 4

The factors include *"Improve organisational perform, reproof organisational structure, and improve competitive advantage, new product and services*

Use of technology to reduce cost, improve customer experience, reduce labour cost and increase operational efficiency."

Participant 5 further states other factors as

"It has tremendous benefits, like improving innovation in hospitality, competitive advantage in the hospitality industry depends on the ability to develop, and development and improvement of new product and service, technology innovation make work easier."

Question five focus on identifies the challenges of innovation. What challenges have been encountered during innovation?

COMPANY A PARTICIPANT 1

"a). conversion of staff to be technologically savvy b). Inability to serve our corporate clients who use credit facilities, c) keeping of data. Some clients are sceptical of using their information on the internet, e) Hackers during operations".

Company B Participant 6 states other problems like

"Partnership and integration problem, completion in the market place, adaption problem".

It has also improved the strategic intelligence internally, helping the travel agency adapt to its business model. Technological growth offers new prospects that improve productivity and grows employment in Nigeria travel sector. Technological advancement has revolutionised the tourism industry, and countries that do not adopt technological innovation and adapt them will be outrun by competitors. Company A seems vast in technological advancements and goes further to use e-commerce, advert and other technological advancement to boost business. Company B however integrates the old system, with some technological advancement of face to face marketing and sales marketing system.

4.10 Internal and External Factor Lead to Organizational Performance

This section aims at clearly showing the link between the internal and external factors affecting the business model innovation, which in turn influence organizational performance negatively or positively.

Table 4.26: Managing change and innovation uses a unique approach to nurture the change in Nigerian Tourism Industry to improvise their performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	88	29.2	29.3	29.3
	Agree	98	32.6	32.7	62.0
	Neutral	47	15.6	15.7	77.7
	Disagree	31	10.3	10.3	88.0
	Strongly Disagree	36	12.0	12.0	100.0
	Total	300	99.7	100.0	
Missing	System	1	.3		
Total		301	100.0		

The above table, "Management change and innovation use a unique approach to nurture the change in Nigerian Tourism Industry to improvise their performance", determine that 12.0 % of individuals who participated in the survey strongly disagree with this statement, 10.3% of individuals disagree with the statement as well. Besides, 15.6% of individuals have neutral opinion considering the statement. Furthermore, 32.7% of individuals who participated in the survey agree to this statement, and 29.3% of strongly agree, determining that management change strategies and innovation work on offering a unique approach to nurture the business management strategies in the Nigerian tourism industry improvising their performance management skills successfully.

4.11 Open Chart Section

Including two open questions in the survey facilitates the collection of more data for the data analyses and finding section. Using a chat system that allows the participant to input their thoughts.

Open Question 1: What is the other factor that can hinder the performance and growth of the Nigeria Travel sector?

The effective planning process for stable growth to further maintain the sector for efficient and effective functioning.

Ignorance, lack of customer interest, lack of clear communication between organisation and customer, Geographical location, uneducated leaders

Open Question 2: Any recommendation on how the travel sector can use available resources to capture value in the context of business model innovation?

- Improvement in organisational strategy. Communication skills, commercial advertising, and endorsement
- Flexibility, Improvement of leadership skill, creating awareness of tourist areas in Nigeria
- Watching their competition closely to learn
- Advertisements should be more inclusive of different ethnicities to normalise the presence of foreigners in the country.
- Improvement of hospitality area and development in travel agents
- Building an alliance strategy, improving operation and management strategy
- Monitoring the financial economy in other to prepare for unforeseen circumstances
- Create a niche/uniqueness in the market
- Constant measurement / Keeping track of the value

<i>Table 4.27: Descriptive Statistics</i>					
	N	Minimum	Maximum	Mean	Std. Deviation
As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment.	300	1.00	5.00	2.5600	1.42824
The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry	300	1.00	5.00	2.8400	1.47251
The foreign competition in the industry have grown due to the change in technological and social environment seeking response for effective change management	300	1.00	5.00	2.6000	1.43067
Tourism companies in Nigeria fails because of its efficiency with the change factors such as lack of skills or having valued employees.	300	1.00	5.00	3.3333	1.38635
Due to the complex political and economic environment, the tourism sector of Nigeria has developed a negative image across the world.	300	1.00	5.00	2.4300	1.32827
The Nigerian Tourism Development Corporation has worked on promoting change management strategies to transform the sector with a more secure environment to encourage business	300	1.00	5.00	2.5600	1.42824

Nigerian tourism companies can work on regulating its natural resources to attract its tourism with the natural beauty and environmental peace	300	1.00	5.00	2.6000	1.43067
With Nigerian Government increasing its international visibility, the chances for new business opportunities for this country are intensified	300	1.00	5.00	3.3333	1.38635
Tourism companies are required to encourage its employee to change their attitude and adopt a flexible approach to support collaborative learning and development	300	1.00	5.00	2.4300	1.32827
Valid N (listwise)	300				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
With change management, employees at Tourism companies can face unprecedented demands and challenges to cope with the dramatic change to maintain firm's performance	300	1.00	5.00	2.5600	1.42824
Managers in Tourism companies of Nigeria can work on setting highest standards of performance with corporate government to support frenetic organisational roller coaster	300	1.00	5.00	2.8400	1.47251
With adequate management approach, tourism companies can support functional stresses to organise, plan, direct, and control the staff to accomplish	300	1.00	5.00	2.6000	1.43067

its performance targets successfully					
Innovation can help the organisation in Nigerian tourism industry to apply creative solutions to different problem linked with business to manage change in firms	300	1.00	5.00	3.3333	1.38635
Management change and innovation uses a unique approach to nurture the change in Nigerian Tourism Industry to improvise their performance	300	1.00	5.00	2.4300	1.32827
The change in organisational structure of the Nigerian Tourism industry have worked on supporting its positive image to support the plan process and strive the forecasted performance	300	1.00	5.00	2.5600	1.42824
Firms in tourism industry can support forecasting changes and development of policies	300	1.00	5.00	2.6000	1.43067

and procedures to achieve the objectives in changing work environment.					
The formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation.	300	1.00	5.00	3.3333	1.38635
Nigerian tourism corporation can work on setting up its resources with relevant nation brand to adjust its strategies with conglomerate diversification in its change performance.	300	1.00	5.00	2.4300	1.32827
Valid N (listwise)	300				

	N	Minimu m	Maximu m	Mean	Std. Deviation
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The internal and external environment in business development model for tourism companies work on diffusion strategies to develop its resources with joint-ventures and co-branding seeking segmentation strategy.	300	1.00	5.00	2.5600	1.42824
Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image.	300	1.00	5.00	2.8400	1.47251
Using promotional campaign such as purchasing costly advertisement, hosting sporting event, and others can promote brand management development and strategies.	300	1.00	5.00	2.6000	1.43067
Nigerian tourism corporation can work on setting up its resources with relevant nation brand to adjust its strategies with conglomerate diversification in its change performance.	300	1.00	5.00	2.4300	1.32827

Nigerian government can work on supporting change stereotyping to highlight the country's culture, norms, creativity, and hospitality to seek professional development.	300	1.00	5.00	2.4300	1.32827
The government of Nigeria can work on encouraging different types of tourism strategies to reinvest in tourism friendly production facilities successfully.	299	1.00	5.00	2.5652	1.42777
Tourism management can help the organisation in Nigerian Tourism Industry to reduce economic and social elements and eradicate poverty in future.	300	1.00	5.00	2.8400	1.47251
With business model framework, tourism companies in Nigeria can work on improving its service quality and reduce its operational cost.	300	1.00	5.00	2.6000	1.43067
To improve the performance of tourism industry in Nigeria, the firm can work on seeking digital marketing strategies to support planning and development with integration of theories and practices.	300	1.00	5.00	3.3333	1.38635

Organisations in Nigerian business industry can use change management model to improve business performance using innovation in competitive workplace.	300	1.00	5.00	2.4300	1.32827
Valid N (listwise)	299				

A total number of 300 was taken into consideration, the minimum ratio here is 1 and the maximum is 5, the mean of the data here is in between 2.4300 - 3.3333, and the standard deviation surrounds 1.42824. In order to understand the data more clearly, the descriptive statistics are taken in pair of 10 variables so that it makes sense. Apart from the descriptive statistics, it is essential for a study at this scale to carry out a detailed regression analysis to form perspective. Regression analysis enables the tourism organisation in Nigeria to model, examine, and explore spatial relationships and can help explain the factors behind observed spatial patterns. However, when modelling spatial relationships, regression analysis can also be used for prediction. Modelling the factors that contribute to change management in Nigerian Tourism industry, for example, allows the company to make predictions about upcoming workforce skills and resources. Regression can also be used to forecast precipitation and change impact in cases where strategy adopted impact the travel sector business model negatively. This proves change in strategy is not sufficient on its own in innovating a business

<i>Table 4.28: Descriptive Statistics</i>			
	Mean	Std. Deviation	N
The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry	2.8400	1.47251	300
With Nigerian Government increasing its international visibility, the chances for new business opportunities for this country are intensified	3.3333	1.38635	300
The formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation.	3.3333	1.38635	300
Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image.	2.8400	1.47251	300

The above descriptive statistics determines that the mean resolve around 2.8400 - 3.3333, while the standard deviation is about 1.47251 following the sample size of 300.

Table 4.29: Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method

1	<p>Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image., The formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation.^b</p>		Enter
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a. Dependent Variable: The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

b. Tolerance = .000 limit reached.

Linear relationships are positive or negative. Alternatively this research finds that series of change altering market environment in the travel sector. The relationship between the types of strategy adopted influences the BMI and the change in the travel sector is said to be positive; there is a positive correlation. Another way to express this positive relationship is to say that the factors affecting a BMI and the type of strategy adopted determines the effectiveness of the BMI. Conversely, finding that there are several factors influencing the BMI in the Nigerian travel sector are relatively high. However, these factors influences the BMI negatively or positively, thereby affecting the operations, growth and stability of the organization. This negative relationship can be expressed by identifying other factors that are uncontrollable and severely impair the innovation process. The graph below shows positive and negative relationships,

Table 4.30: Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	1.000 ^a	1.000	1.000	.00000	1.000	.	2	297	.

a. Predictors: (Constant), Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image., The formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation.

b. Dependent Variable: The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

Table 4.31: ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	648.320	2	324.160	.	. ^b
	Residual	.000	297	.000		
	Total	648.320	299			

a. Dependent Variable: The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

b. Predictors: (Constant), Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image. The formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation.

Table 4.32: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.000	.000		.	.	.000	.000

The formation of change management strategies can assist the firm to support its strategies with environmental monitoring and identification of objectives to resource allocation.	.000	.000	.000	.	.	.000	.000
Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image.	1.000	.000	1.000	.	.	1.000	1.000

a. Dependent Variable: The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

Table 4.33: Residuals Statistics^a

	Minimu m	Maximu m	Mean	Std. Deviation	N
Predicted Value	1.0000	5.0000	2.8400	1.47251	300
Residual	.00000	.00000	.00000	.00000	300
Std. Predicted Value	-1.250	1.467	.000	1.000	300
Std. Residual	0

a. Dependent Variable: The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

Building a regression model is an iterative process that involves looking for effective independent variables to explain the dependent variable that the management of Nigerian Tourism companies are trying to model or understand, running the regression tool to determine which variables are effective indicators, repeatedly adding or removing variables until, the best possible regression model is found. While the process of creating the model is sometimes exploratory, it should never be a "fishing expedition." The organisation's management should identify possible explanatory variables by consulting theory, experts in the field, and common sense. It is necessary to be able to establish and justify the expected relationship between each possible explanatory variable and the dependent variable prior to analysis, and the management must question models where these relationships do not match.

4.13 Chapter Summary

Integrating qualitative method with the quantitative data analysis methods gives a broad view on Among the conditions which in reality in recent years have facilitated the development of integrated destinations by giving due importance to the Nigerian travel sector, in an innovative and original way, it should be emphasized the use of strategy and technological advancements such as Information and Communication Technologies (ICT) and the consequent support of operational management processes, which make it in all respects a key factor of competitiveness to be developed at destination level. In the context of new technologies in particular, there is an increasing number of forms of coherent integration between traditional promotion, communication, and marketing tools, to the benefit of the aggregation described above.

It can be said that considering long-term sustainable development models, the differentiation needs expressed by parties and the tourist and attention to internal and external factors (e.g., area quality and consumer protection) must now be understood as the main sources of competitive advantage for a destination. The resources of the territory are an important factor of differentiation and one of the central elements of the identity of a population, but it is not certain that this differentiation is always duly perceived by the tourist: it is therefore important to make the specificities and identities of the destination.

Chapter 5 – Discussion of the findings

5.1. Introduction

The chapter presents an integrated discussion of qualitative and quantitative findings were collected for the main topic to set perspective. Overall, it discusses the hypothesis making sure if it is true or false; therefore, a detailed discussion is underpinned in this chapter, making sure that it sets perspective integrating findings and discussion addressing the research objectives successfully.

5.2 Integrated Discussion of the findings

The investigation of advancement in assistance areas, such as the travel industry area, is intricate because development hypotheses and approaches have been created to examine mechanical advancement in the assembling area and therefore do not consider the peculiarities of the services sector. The main characteristics of services that have direct implications for defining and analyzing innovation in services:

Close

- Relationship between production and consumption or co-terminally of the production and consumption of services.
- Intangibility and content-intensive in product and process information in services.
- A fundamental role of human resources as a primary factor of competitiveness.
- Importance of organizational factors for the company's performance (Baojun and Tian, 2018).

Table 5.1: Key Quantitative and Qualitative Findings

No.	Quantitative Findings	Qualitative Findings
1.	The majority of respondents for this research responded positively to the innovation and strategy that the travel agency adopts.	Strategy and culture are internal factors that play an essential role in the performance of the Nigerian travel sector.
2	The majority of the respondents agree on the importance of change management in improving organizational performance.	<i>Change management</i> is an innovative tool that helps transform the travel industry and improve the travel sector's core competencies.
3	Majority of respondents who were customer has little idea on the concept of business model innovation.	The majority of the respondents, who were top and middle-level managers of the Nigerian sector, stated that some travel sectors still use the old system, which leads to stunted growth in today's innovative world. Highlighting the importance of business model innovation in today's world
4	The majority of respondents identify a lot of potential and capability the travel organization possess.	Respondent in qualitative research identify the level of capability needed to improve organizational performance.
5	Most respondents identify the importance of strategy and also identifies the strategy and culture of the Nigerian travel agencies are	Identifies ability to develop an innovative strategy unique enough to compete and make a difference in the travel sector.

	internal factors that affect organizational performance.	Culture is also a significant factor influencing the travel sector as showcasing culture attracts tourists.
6	Finance and firm dynamic mainly were highlighted as essential factors in the travel sector; financial capability gives a competitive advantage.	Financial capability and firm dynamic are identified as a competitive advantage as financial capacity helps provide a thriving output of strategy and decision. Measuring and observing firm dynamics like the size and growth of distribution help improve organizational capability.
7	The market environment is a significant factor that influences the performance of the travel sector.	The ability to adapt to the ever-changing market environment is a competitive advantage that gives an edge over competitors. The market environment is based on the Nigerian travel sector's evolution, adaptability, rules, and regulation.
8	The majority of the respondents identify customer demands as the dominant factor that influences the business model innovation of the Nigerian travel sector.	Customer demands shape and defines organizational vision and mission; customers are the heart and focus of the organization; identifying customers' wants and needs help to create a good

		relationship and improve organizational performance.
9	Innovation, especially technological innovation, is the critical factor influencing success in today's organization.	Technological development, a result of technological innovation, has helped improve organizational performance and implement strategies, connect with customers at various levels, and improve and monitor sales.

The findings of this research are backed up by several kinds of literature such as (Marques. H et al (2021), Baojun and Tian (2018). Addressing the factors affecting the business model innovation and strategies suitable for implementing Bmi. Focusing on the factors affecting the BMI in Nigerian travel agencies, several factors were identified as this answers the main research question giving a solid view on the factors that influence the integration of BMI in the Nigerian travel sector. The focus has been Nigeria's Travel sector.

The first vital findings identify *change management* as a crucial tool in improving organizational performance in the travel sector. For example, Altamony et al. (2016) state that is comparing and identifying change processes and factors promote organizational performance. Developing a framework based on Lewin's change management corresponds with the literature review as Lewin's theory as different level of change was uncovered as change management is a group and not individual operation.

Furthermore, it is discovered that change management must align with organizational culture vision and mission. The change management framework was developed by evaluating several factors affecting change management in the Nigerian sector. Changes involved are developing new skills, performing new duties, and working strategically. Being flexible to change is crucial, especially in the Nigerian travel sector. Errida, A &Lofti, B(2021) stated that they continuous strive in operations and adapt as the business environment evolves. Also, it suggests that the failure of many change management frameworks was a lack of vision.

Secondly, this research finding concludes that *Business model innovation* is the main driver for value creation and a road map for attaining set values. Furthermore, the influence of change in BMI is significant and can negatively influence an organization, and the organization's ability determines this. This research addresses the driving factor that most significantly influences the BMI of the Nigerian travel sector; furthermore, the more complex a business model is, the more challenging it becomes to be imitated by competitors.

Organizational capability is one of the internal factors identified to influence BMI effectively. For example, De Silva et al. (2019) identifies necessary tools for organizational capabilities, such as strategy and ideas the travel sector uses to gain a competitive advantage. The tourism product is considered to provide a complicated combination of services. Most tourism products are often the result of informal interactions between multiple actors. They are neither vertically nor horizontally integrated into a single organization. For their part, the combinatorial nature of the tourism product is revealed on two levels: On the one hand, it combines private goods and services with public goods and services (heritage and natural spaces, infrastructure); on the other hand, it is presented as a set made up of market products and services (reservation, transport, accommodation, catering, and visits). One of the significant difficulties in studying innovation in the tourism sector across tourism, includes production and service sectors that do not have the same innovation trajectory. Organizational capability is one of the top factors that significantly influence BMI.

Strategy and culture are also identified as crucial drivers of BMI. An organization cannot succeed without a strategy, and organizational culture defines an organization. Strategy and culture in the business model innovation in services can be defined as converting ideas into products, processes, or services that the market values. The company adopts several strategies eco-tourism, e-commerce, diverse marketing methods, which introduce an innovative system to its business model while aligned with its organizational culture for productivity. Company B, however, still adopts the old system using the old strategy of marketing such as face to face method. However, this method is helpful but does not yield significant results as Company A's method.

These ideas can be technological, commercial, and organizational. This definition should be understood in its broad sense, because it covers all activities that involve a substantial change in the way things are done, including the services and products that the company offers and how to produce, market, distribute, and organize them.

Therefore, technological innovations are new or improved services due to technology, while non-technological innovations consist of new forms of organization and management of companies or new behaviours in the market (Plambeck and Ramdas, 2020). Aware of the importance of innovation for the company's survival and growth, the various actors involved in innovation had to join forces to encourage, develop, and support research and development. Thus, in the 1980s and 1990s, the notion of a "national innovation system" developed. The first written appearance of the concept of "national innovation system" is found in a 1982 unpublished article by Christopher Freeman, entitled Technological Infrastructure and International Competitiveness. In his article, the importance of the government's active role in promoting technological infrastructure and not just research. Researchers and economists have been focused in the systematic relationship between business, research organizations - including universities - and public policy. The definition of innovation is thus broadened to a cumulative process that includes radical and incremental innovations and the diffusion, absorption, and use of innovation.

Focusing on the company's size, managerial structure, and life cycle. More recently, tourism can lead to innovation, either through companies' behaviour or thanks to the State's intervention, which pushes specific sectors to innovate

Although emphasis has been made on underestimating R&D investments in the sector- vices generally seem accepted that the services sector is less innovative than the industrial sector. However, it is not entirely appropriate to generalize when referring to the sector in aggregate terms when, in truth, it is a heterogeneous sector (Elbaz et al., 2018). From the point of view of innovative effort, these include

- Services dependent on information networks, such as financial insurance.
- Knowledge-Intensive Business Services, called KIBS in the Knowledge-Intensive Business Services. This section stands out for the software, design, advanced construction, and engineering services.
- Non-knowledge and information-intensive services, including retail, distribution, cleaning services, tourism. (Malika and Kising, 2019)

An innovation system can be considered "the institutional infrastructure to support innovation within the production structure of a given location." The systematic approach suggests that the innovation process results from various agents' interactions (companies, research centres, politicians).

Thus, the national innovation system can be distinguished from the regional innovation system or the sectorial system if this approach is applied to an economic sector, alongside the "institutional" dimension of the innovation system, an "organizational" approach to individual innovation behaviour companies. This reading is considered more appropriate for studying innovation in services traditionally linked to behavioural change than technology. Studies on innovation in services follow the organizational approach to innovation behaviour and specific differences in industrial enterprises.

Finance and firm dynamics are also identified as major driver of *BMI*. *Finances* are funds or capital used to meet expenses necessary for the organization. Firm dynamic growth of a firm, job allocation and exits firms can grow by presenting decreasing returns. Company A is sustainable because of its steady finance and firm dynamic. In addition, there is a positive relationship between the innovation rate of the establishment and the size of the establishment, and when the number of rooms rules out the number of innovations per hotel, the most experienced hotels tend to be more innovative. Hotels introduce more process and organizational innovations than hotels in Nigeria, but this pattern is not stable in different hotel sizes. Finally, hotels in countries collaborate with local companies when introducing innovations and, therefore, establish them to update the qualifications of their workers with training activities (Duignan and McGillivray, 2019).

Aside from these idiosyncrasies in administrations, it suggests an alteration of the ideas and meanings of advancement at first created for the assembling area to adjust them to the administrations, experimental proof on development movement that non-mechanical developments are essential in administrations then again. Strategies are usually more gradual than extremist, comprising minor steady changes in cycles and methodology, so much earlier research and development are unnecessary. Thinking about these attributes of the administration's area and the significance of authoritative developments, the four kinds of advancements in administrations:

- **Product Innovations:** These consist of presenting new or significantly improved products to the customer.

Process innovations: New or improved production processes and distribution and delivery of services. These innovations can be of two types: innovations in production processes and innovations in the processes of

- **Distribution and delivery (provision) of services.**
- **Organizational innovations:** new ways of organizing the company or managing it.

Market Innovations: New behaviours in the market, such as eco-tourism bringing a new market segment or introducing the company into a new industry and its market.

It is essential to insist that organizational innovations are in place to improve productivity and quality of services. Organizational changes can stimulate innovations to meet new challenges and make them complicated. The distinction between internal and external organizational innovations can also be made. The first ones occur through improvements or developments in the structure within which the activities and processes of the company take place, while the latter establish new relationships with other agents, such as strategic alliances new types of interfaces. (Foss and Saebi, 2017).

As stated by a few participants during the interview, the *market environment* is mostly influenced mainly by government policy and others, which influences change management.

In Nigeria, the main reasons that induce the company to develop an innovative activity are: to meet the client's needs and improve the quality of the service, which is in line with the attitude of companies in the tourist sector clearly on the achievement of certifications. Nor should the reasons for improving the company's image, being competitive, improving the rentability, and even complying with regulations or regulations be unsuspected. In Nigeria, the tourism sector has an almost unanimous coincidence in the company's direction as the primary source of information of innovations. Customers and employees were also important, demonstrating that companies considered their opinions and suggestions. It should be noted that Universities or Research Institutes are sources of information not relevant to a high percentage of companies. The main difficulties in innovating in the Nigerian tourist companies are the lack of staff (41%) and the role of the public administration (20%), and the high cost (20%) (Chen and Kharabsheh, 2019).

Customer demands influence the service provided by the Nigerian travel agency. Company A adjusts to several customer demands and has successfully adopted several styles and even adopted academic council into its business model. Company B, however, also does the same but adopts a different method.

Improving customer satisfaction and improving the quality of service are the main results of innovation. Maintaining or increasing market share and improving productivity or income - were two reasons cited with some frequency but much less than the previous two.

More than 60% of tourism companies stated that the introduction of innovation has been very optimistic for the turnover figure. Just under 50% have seen a positive impact on employment, and about 55% detected an improvement in the level of qualification of their workers either by a more effective and better training of their workers or by the need to hire more trained or qualified staffing order to develop innovations (Plambeck and Ramdas, 2020).

Technological development in the travel sector have revolutionized, from online booking to comparing hotels, online check-ins, eco-tourism. The travel agency has advanced technology by reshaping hospitality using the internet and online facilities, last-minute bookings, instant mobile pay-out, and internet connection.

In the first place, the cosy connection among creation and utilization makes it hard to recognize item and cycle development in administrations and prompts a more noteworthy direction of administration exercises towards adjusting customization of administrations to the necessities of clients. Second, the high substance of data gives Information and Communication Technologies (ICTs) a focal part in development exercises in assistance organizations and makes it hard to store and ship them, just as the assurance of advancements in conventional techniques like licenses. Third, the crucial job of the human factor in the association and arrangement of administrations requires a critical interest in HR. The information and abilities of individuals engaged with creation and advancement exercises are essential to improving these exercises. At last, the significance of hierarchical variables in the assistance area requires an audit of the conventional development idea to assess authoritative changes (Malika and Kissing, 2019).

Tourism activities are both very diverse and cross-cutting. With the arrival of new technologies, the tourism sector has undergone a radical transformation. It includes in tourist activities:

- The organization of trips and reception of tourists: Tourism organizations, travel agencies, interpreter guides,
- Accommodation: Hotels, camping,
- Catering: traditional, fast, collective,
- Transport: Air, sea, passenger road, urban, taxi, car rental, ski lifts,
- Leisure: Recreational, cultural, and artistic activities, sports-related activities, hydrotherapy and thalassotherapy, casinos, ski lifts.

Researchers propose a method composed of triple approaches called "ADS" (assimilation, differentiation, synthesis) to address innovation in services. The assimilation approach studies innovation in services, particularly in tourism services using innovation in industrial goods; the differentiation approach suggests that services whose tourist services must be treated

differently and specifically from that of industrial goods. The synthetic approach proposes to use methods integrating both goods and services to analyze tourism services.

5.3 The effect of the internal and external factors on organizational performance

According to this model, innovation is conceived as an interaction between the external elements (market) and internal resources (knowledge base and the means), divided into several sub-processes. The progression of the innovation chain, from design to development to production and marketing, is a retroactive process between all stages, and influential parties often must go back to earlier stages to overcome difficulties. Thus, the effectiveness of the links between the phases of the innovation process is a determining factor in an innovation project's success (or failure). Entrepreneurship could also be defined by a company's size, managerial structure, and life cycle. More recently, tourism can lead to innovation, either through companies' behaviour or through the State's intervention, which pushes specific sectors to innovate. For these two authors, entrepreneurship and innovation can change work, leisure, or even sources exogenous to innovation such as technology. Theories of contemporary innovation are primarily based on the works of J. Schumpeter.

Nevertheless, in the 1980s, criticism of the linear innovation model increased. Indeed, observations show that innovation is not a direct exploitation product by large companies stemming from fundamental research but can be generated inside companies under external events' influence. It is, therefore, a complex process in which various actors are involved. In 1986, Kline and Rosenberg proposed a pioneering model of the innovation process: the "chain-linked model") taken up by the OECD. Besides, the innovation indicators developed to measure innovation in industry or service to the industry are not adapted to the tourism sector and ignore many hidden innovations.

All these results confirm that the innovation activities of multinational hotel chains in Nigeria based on low and middle-income countries have enormous potential to promote domestic development. The more intensive innovation is, the more codified knowledge is transferred to its subsidiary hotels.

The more outstanding training and mobility of workers and the greater the collaboration with domestic companies when creating or introducing innovation, the greater the transfer of knowledge to domestic companies. Governing the locals can benefit from increasing a country's ability to absorb technologies rather than making foreign hotel chains invest in education and strengthening links between local and foreign actors (Beard and Burger, 2017).

5.4 Summary

Empirical reality highlights the business model innovation, which differs according to the degree of integration, and, therefore, the level of coordination between public and private actors operating in the reference area. The functions carried out in coordination mainly concern marketing and promotion measures, the design of specific investments, dissemination of knowledge and technological applications. Given the importance of the Nigerian tourism sector, the paradigm of the tourist destination of masses of great success, in the last four years, has tried to the analyzed extent to which its tourism sector in its different activities develops innovations. The various factors identified gives an insight into the present gaps in BMI. To summarise, it can be said that change management has a positive impact on business model innovation using innovation and a creative approach. The discussion indicates a positive impact on the tourism sector of Nigeria, as can be observed in Chapters 4 and 5. There are frequent developments of their own or with others of the technological equipment necessary to introduce a change in the environment. The main reasons to innovate are the satisfaction of the clients' needs and the improvement of the quality of service.

Chapter 6 – Conclusion, Contribution and Recommendations

6.1. Introduction

The chapter introduces an in-depth discussion of what has been discussed throughout this research; it has proposed new areas to be discussed in this subject alongside recommendations, future research, limitations, and contribution to this study. This current study explores the in-depth concept of business model innovation and internal and external factors influencing the organizational performance of the business model innovation in the Nigerian travel sector. Based on the data gathered from the Nigeria travel sector, research objectives were accomplished recommendations for future, contribution to practice, contribution to knowledge and further recommendation to Nigeria travel agency were developed; also limitations were discussed. The following research objectives are as follows:

1. To undertake a critical review of literature on innovative strategy (business model innovation) and organizational change strategies resulting in organizational performance in the travel sector and examine innovative strategy practised by travel sectors in Nigeria.
2. To analyze the challenges encountered in the small and medium Nigerian travel sector while enhancing innovative strategy (business model innovation) and organizational change strategy.
3. To examine the factors affecting organizational performance while integrating innovative strategy (business model innovation) and organization change strategy in the Medium Nigeria travel sector.
4. To recommend a practical change management framework for the smooth integration of innovative strategy (Business model innovation) and organizational change strategy leading to organizational performance in the Medium Nigeria travel sector.

Table 6.1 Research Objectives Revised

No	Research Objectives	Evidence	Chapters/Sections
1	To undertake a critical review of literature on innovative strategy (business model innovation) and organizational change strategies resulting in organizational performance in the travel sector and examine innovative strategy practiced by travel sectors in Nigeria.	Literature Review	Chapter 2
2	To analyse the challenges encountered in the small and medium Nigeria travel sector while enhancing innovative strategy (business model innovation) and organizational change strategy.	Semi-Structured Interviews and survey questionnaire Qualitative data results	Chapter 4 and 5
3	To examine the factors affecting organizational performance while integrating innovative strategy (business model innovation) and organization change strategy in the Medium Nigeria travel sector.	Survey Questionnaire. Quantitative data result	Chapter 4
4.	To recommend a practical change management framework for the smooth integration of innovative strategy (Business model innovation) and organizational change strategy leading to	Recommendations and contribution	Chapter 2 and 7

	organizational performance in the Medium Nigeria travel sector.		
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6.2 How each objective was met?

Research Objective one: This objective was met purely through secondary data, using existing literature to address this objective. Several concepts in business model innovation, change management and organizational performance were observed. In addition, Kotter's and Lewin's theories and other models were examined to address the subject areas.

Research Objective two: This objective was met using qualitative data and the open questions in the qualitative survey questionnaire. However, this objective is mainly addressed using a qualitative semi-structured interview. Interviews were collected from 6 management teams from two different travel agencies in Nigeria.

Research Objective three: This research objective is met through quantitative research; factors were identified using 300 survey questionnaires.

Research Objective four: This research objective was met and addressed in Chapter two and Chapter 7. This was done by designing a change management framework by analyzing the gaps in Lewin's and Kotter's framework to limit the challenges faced by the Nigeria Travel sector.

6.3. Methodological Contribution

This study creates an understanding of the new realities that surround tourism. The tourism sector is broad and heterogeneous, like its companies, and its actions must be broad and heterogeneous so that tourism can be sustainable. Ecotourism is researchers should address an aspect researcher; it must be environmentally friendly (through optimal use of natural resources) to value the destination communities' social and cultural identity. Culture preservation adds values and gives them identity). Moreover, economically viable (report benefits well-distributed economies), giving host communities opportunities to reduce their poverty in a country like Nigeria. Companies' corporate social responsibility is an essential argument in their corporate image to achieve the sustainability of tourism. However, few efforts are made on this issue by society and companies. The tourism industry needs to transcend from passive philanthropy to active social responsibility, from small and medium-sized to large tourism companies. In the case of SMEs, true social responsibility will be achieved when they assume it as an opportunity for improvement.

The implementation will be promoted in better terms using methodologies and systemic models. Lastly, introducing tourism and ecotourism as an innovative strategy that enhances the

business model necessary for the imprudent performance will create an awareness of the importance and e-tourism.

6.4. Contribution to knowledge and theory

Initially, it should be clarified that the results obtained through this research are exploratory and, therefore, are not conclusive. This is since it was not easy to access other companies in the graphic arts sector to expand the sample and thus obtain much more firm and general conclusions for the entire industry. However, the conclusions mentioned below are provided by an analysis of secondary academic and sector information sources and the primary information obtained through the triangulation process in the analysis of the case. There has been a remarkable paucity of research exploring the inherent processes of creativity and innovation compared to the large body of studies evaluating the multitude of so-called antecedent factors to innovation.

Innovation is a process aimed at solving problems with its virtual event on the lookout, which is intelligent (includes formal and causal connections between various specialists), enhanced learning, and includes trading unsaid and unequivocal information. The intensity of organizations in a globalized world features associations' requirement to perceive the essential worth of advancement and fuse methods and apparatuses for its administration. There is currently a progression of outside factors that influence BMI to deal with their cycles alternately; inventive organizations end up being those whose wellspring of advancement comes from the foundation's chiefs. Notwithstanding, the creative factor has become a type of endurance for organizations in the area, particularly for the specific case, who needed to change their business model demonstrate and go into a cycle of recuperation and maintainability over the long haul.

Making progress in advancement, the executives infer creating a culture identified with the development that permits organizations to recognize the key factors that describe said measure and that can be delegated inward and outer to the organization in Nigeria. Inside the organization investigated, the advancement cycle is casual and unsystematic since it tries to make the most of business openings and, by and large, comes from the requests and needs of clients or responses to conditions. Incited by rivalry, albeit through their various activities, a culture zeroed in on innovativeness, business ventures, strengthening, and development.

Briefly identifying several factors that hinder business model innovation is vital for future growth and sustainability.

Some Nigerian travel agencies are struggling because they are clinging to the old concept and system; however, the Nigerian agencies that have evolved and are flexible and open to change thrive and are successful in the long run.

6.5. Contribution to practice

By comparing the results obtained by these two methods, the company's conception of business model innovation can be highlighted, as a process of transformation and adaptation to change in the market and its environment in general, with a general purpose: to improve performance and, above all, generate greater profitability for the company. Additionally, as reflected in both the survey and the interview, its approach to innovation is operational and understood as a qualitative leap that takes the company to an entirely new level (new markets, better products, and higher results than the competition). This allows it to be oriented towards generating additional changes and refinements of innovation to stay ahead of its competitors in the tourism sector in Nigeria.

6.6 Recommendation for Nigerian Travel Sector.

The importance of ecotourism and tourism in today's world cannot be overemphasized; it builds environmental awareness, supports human and animal rights, and provides financial benefits. Creating awareness on ecotourism can help attract tourists, create awareness, and educate the general public on the importance of protecting the environment and resources and the cost of neglecting to manage the environment, which could endanger species and cause environmental degradation. Ecotourism has both physical and psychological impacts on the environment, affecting all living creatures.

In recent decades this sector has received a notable boost, favoured by developing strategies, technology, and communications, which has allowed it to expand its spectrum of activity to other sectors and markets with innovative products. On the other hand, technological development has produced the variant from the net activity of printing to the activity of communication and, therefore, has required new skills and abilities in the management of companies in Nigeria. Therefore, the dynamism of the environment in which graphic communication is immersed and the incorporation of new technologies within its production processes. Highlighting the need to identify the innovation processes that are carried out and develop new capacities within of the companies that compose it, supported by individuals capable of responding to anticipated situations through the application of knowledge, instead of carrying out routine or repetitive tasks that allow them to guarantee the sustainability of the

companies in this sector over time, in order to generate innovation processes and strategic incorporation of technologies.

Several studies have focused on the effect of the business model on power relations within the tourism sector and in the context of the existing power relations between different actors. ICTs are, for the most part, neutral. However, developing and using these technologies is not necessarily neutral. Online providers (e-tourism) have a wealth of vibrant data, making it possible to analyze tourists' purchasing behaviour at different degrees and levels of finesse. On this basis, the effects of price changes or promotional policies and measuring in detail the success of new services' launch are cited only in this example. Thus, it can be seen that through and thanks to ICTs in the business model, certain players in e-tourism control key information. The technical tool's new possibilities and the availability of real-time strategic information open extensive perspectives, including significantly limiting the room for manoeuvre (and the room for manoeuvre) of certain players in the sector.

6.7 Recommended framework for Nigeria travel agency and other travel agency

The change management framework developed to ensure a suitable innovation in the Nigerian travel sector business model is discussed in Chapter 2; hindrances and problems encountered during this framework's integration process are also explained. Nigeria's tourism companies need to work on change management models such as Lewin's change strategy to determine alternative actions forecasting the environmental scans for future development. The strategies can improve its business strategies, accomplish long-term targets without leveraging all harmful sources.

Subsequently, the concept of sustainable development began to flourish. Sustainable tourism emerged and was revealed through ecotourism, green tourism, and nature tourism. Nevertheless, innovations in sustainable tourism are timid. Their scope often results from a combination of the environmental management system and specific innovations linked to their production. Sustainable tourism always seeks to avoid or minimize irreversible ecological impacts, preserve cultural heritage, maintain community structures, employment, and human resources, and benefit the local economy. However, by developing a change management framework based on Lewin's and Kotter's change management model, the gaps in their model were eliminated the idea of building a better model.

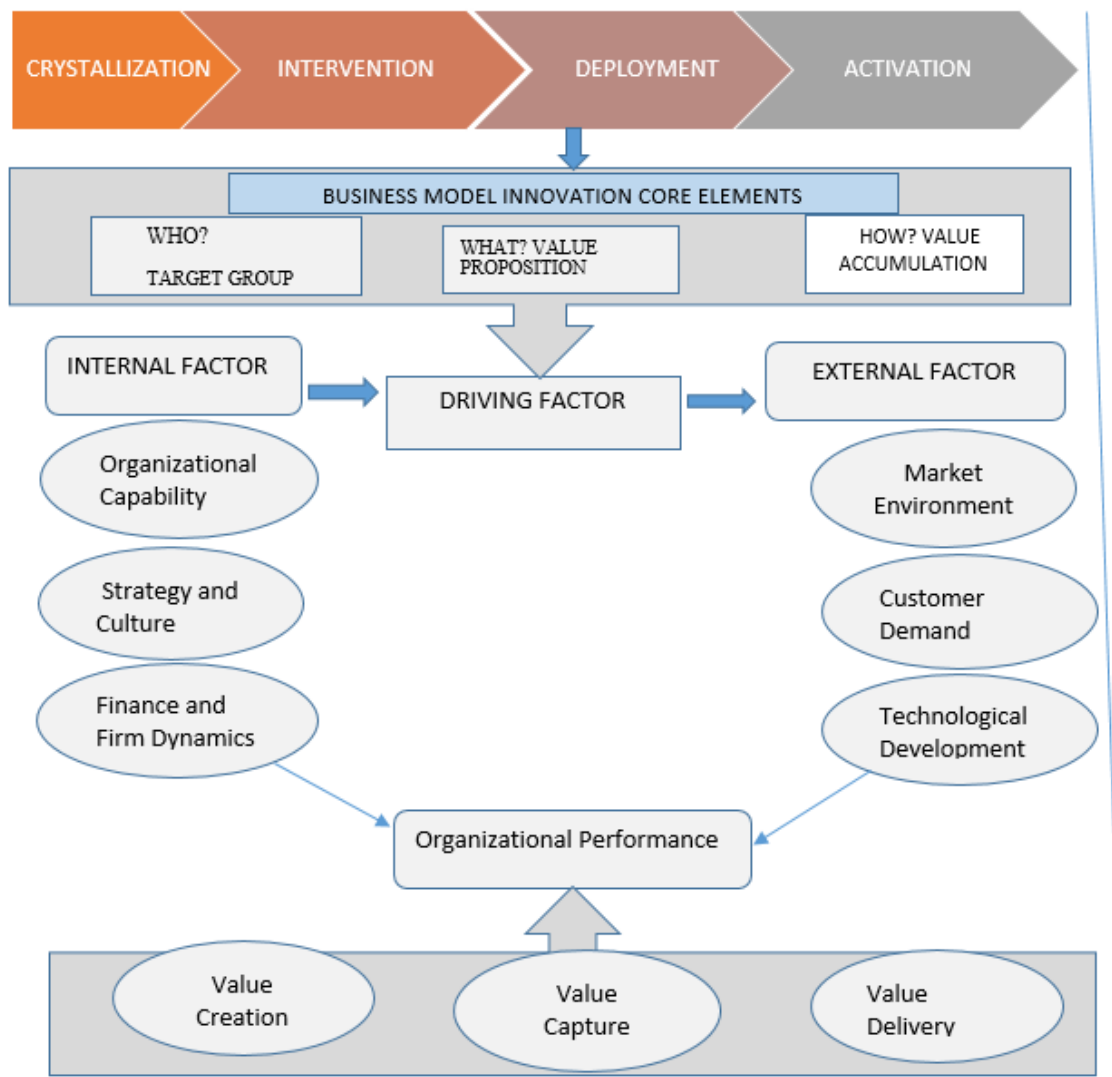


Figure 6.1: Advanced Change Management Framework. Created by author

This framework uses the developed change management stages: the crystallization, intervention, deployment, and activation stage, which are integrated into the business model core element by first identifying the core business model elements such as the target group, the value proposition, and strategy for value accumulation. After the internal and external driving factors are now identified, and these factors are integrated into the change management step to address the root causes, this enables organizational performance to be achieved.

Only then can value be created, captured, and delivered in the travel agency. However, this framework may differ between organizations, and it limits hindrance or setback; it is not an eradicating tool. Following the criticism of Lewin's change management model by researchers such as Burnes B (2020) and Mahmutaj. L.R. & Grubi, A.K.(2020) states Lewin's model lacks accountability for the interaction between groups, organization, and society; and fails to

address the iterative and complex process of change (Burnes, 2004); other researcher criticized the model as being simple and not well detailed and can be seen as combative rather than nurturing. It is also too rigid and is not flexible, and does not reflect modern times. It is said to only work at an early stage.

This model is reliable because it fills the research gaps identified in Lewin's change management theory by identifying the factors influencing the integration of change management in the BMI of the travel sector. This framework is a systematic approach designed to strategically address the problem early and minimize the impact of a problem to create value, capture value, and deliver value.

Furthermore, poor communication, strategy, planning and training are significant challenges. This framework, explained in chapter two, is designed to focus on the four-stage Crystallization stage – Problem identification stage, intervention stage- Evaluation stage, deployment stage Integration and transition stage –and Activation stage-Initiation and execution stage. The crystallization stage is the problem identification stage which identifies the root cause of the problem to address it better. This framework is a flexible approach that combats problems and nurtures organizational capability by identifying skill gaps in strategy and staff and introducing the learning and coaching section in the intervention stage.

The deployment stage involves placing the right people in the right place where there is efficient coaching and training. The activation stage is the execution stage where the strategy is executed, taking into consideration all strategies and factors considered and ensuring all required steps for improvements are met. Also, this last stage gives room for any further improvement that can be made in case of any unforeseen event.

This framework is tailored to the organization's needs and further creates an approach to tackle unplanned and unforeseen events as change is constant and unforeseen circumstances such as government policy and market environment are inevitable. This makes this model flexible and easy to implement—this address research objective 4.

6.8. Potential Challenges encountered during integration

The framework is geared towards improving dynamic capability. The framework is not proven to be 100 per cent effective but is strategic enough to create a change if properly applied and managed. Resource constraints can lead to a colossal setback in integrating its framework, as some small travel agencies are not financially buoyant, resource constraints might lead to a handicapped situation. Change is a necessity but is not always comfortable. Therefore, a significant challenge in this framework involves the inability or unwillingness to adapt to

change. Nigeria's travel sector is used to the old traditional system, and change can be challenging.

Integrating this framework into the internal environment might be challenging use of lack of human resources, lack of professional / specialists, lack of funds, use of I.T. and integration with online systems, inability to properly develop a clear vision and manage processes such as marketing, commercialization, expanding barriers, and alliance strategy may be a great challenge for its changing framework. Above all, underestimating the BMI and its impact can be drastic.

6.9. Recommendations for Future Research

This research shows that entrepreneurship in the tourism sector in inner Nigerian falls within the theory of economic evolution since innovation is at the heart of the various structures concerned. Apart from hotels and restaurants, the actual offer of tourism in the Nigerian city is based on "product" or, more precisely ", service" innovation. Institutional innovation also occurs thanks to associations offering personal services or cultural services, without forgetting the Nigerian Stock Exchange, which is transformed into a place for conferences and cultural and artistic meetings. Therefore, it can be concluded that in the tourism sector in the Nigerian city, innovation finds its place and micro-enterprises as with associations. This innovation does not require a lot of means because it involves innovation in the offer. Therefore, large companies are likely to innovate. It is not a question of technological innovation but in terms of the offer, which does not require any financial means. Besides, the public authorities do not help self-entrepreneurs but rather associations.

Hotel intermediary sites such as hotels.com and tripadvisor.com have experienced remarkable development in recent years to modify the market rules. Indeed, many chains and hotels may soon find themselves prisoners of these intermediate levels, which will only control customers' purchasing profiles. Not only could the hotels and chains in question be cut off from their clientele. It involves a decline in their profit margins (the rankings on the sites in question give some room to the discount). Internal and external elements have a largely catalytic effect on innovation in services and tourism. The available surveys show that more than a third of service innovations are not technological but rely on technologies, in particular ICT. The impact of ICT on business model innovation has prompted a great deal of work. Mainly, it is true, focused on air transport, travel agencies and tour operators. The implementation of business model innovation in tourism businesses seems to increase their capacity for innovation. Based on a quantitative study with tourism SMEs, this author shows that ICT mainly promotes

commercial, service and market innovations. That innovation is often combined because it is never isolated and often appears in clusters.

Therefore, a place is given in economic works to explain or attempt to explain the paradox. Most of the explanations offered in tourism are general because they apply to most economic sectors. Overall, it can be said that there is a certain consensus around the idea that business model innovation contributes theoretically to productivity gains. Certain studies have highlighted the elements favourable to these productivity gains, such as creating a competitive advantage. However, the fact is that productivity gains from the business model are only very rarely measured (or measurable). In many cases, it can even be said that there has been a weakness (sometimes even the absence) of correlations between business model innovation and productivity gains in tourism or, more generally, in services.

Nevertheless, other works have shown that it was more in the unsuitability of the measurement tools to look for the supposed inability of business model to generate productivity gains in tourism is due to lack of innovation. Some authors have noted these tools' inability to consider gains in service quality or even sub-optimal use of these same information technologies. However, it shows that several factors will have unequal impacts depending on the sectors of economic activity. More specifically, about tourism and the catering industry, it seems that the "productivity effect."

The productivity effect measures the impact of innovation on the decline and is expected to be relatively low. More precisely, it seems that the hotel and restaurant industry is in an unenviable position with a weak "productivity effect" and a quality effect (which measures the contribution of business model in the creation of new products, services, or functions) also weak and manages change. On the other hand, transport would be in an intermediate position with an average productivity effect and an equally high-quality effect. It is considered that the contribution of change implementation in tourism is undoubtedly much more significant than it is suggested. The innovations that stem from the quality effect (are service innovations or organizational innovations. However, these innovations are often more critical than the change management themselves or the effect that produced them. Even if it can be based, in some instances, on the business model innovation, the latter constitute in no case the central and determining element.

The innovation systems or clusters mentioned in the literature review do not apply to this case study. That said, this research has the main limitation of the sample studied. The direct relationship between inputs and outputs is not automatic since accumulated capacities and learning are put into play in the processes that significantly impact the results (achieved

performances). This is favourable to evolutionary approaches, even when using information from instruments such as innovation surveys, which are limited to capturing phenomena as complex as those associated with absorption capacities. The results show, on the contrary, the association between the capacities for the absorption of that knowledge. It is expressed in incorporating exogenous technologies to the companies and the positive performance achieved in their acquisition.

6.10 Limitations of this research

There were several limitations, such as limited representation due to only two travel agencies, limiting the ability to generate enough samples. This study only focuses on data collected from two travel agencies. The study of the findings might not be entirely valid due to a more significant population because different problems might need to be addressed in different travel agencies. Although this study data collection was based on customer and employees' views to get a broader perspective from different views, only three management teams from each travel sector agreed to participate in interviews; therefore, these findings cannot be generalized to a larger population. Secondly, the developed change management framework is not primarily tested, which hinders the chance to analyze further the gaps and flaws and the merit of this new framework.

Integrating mixed embedded methods required more study and expertise, the result of mixed embedded methods were challenging to incorporate as they addressed different questions, identifying how qualitative findings address the quantitative data collected.

Another limitation encountered in this study was the effect of the Covid-19 pandemic, which led to lockdown in all countries. This lockdown led to several participants withdrawing from participating. Few travel agencies initially selected withdraw because the global pandemic had a drastic effect on business, which led to the closedown of several businesses in the Nigerian travel sector. This affected the data collection process, switching to survey questionnaires and video interviews.

Furthermore, in this study, several internal and external factors influence the business model innovation in the Nigerian travel sector, but only six main factors were analyzed, not fully representative of other factors. Additionally, the survey questionnaire sample has no control over the honest and truthful perspective of the participants, which increases the chance of mistakes and errors in data analyses. Likewise, the innovations carried out were primarily understood since it is described. The process is closed and internal; it is carried out within the

organization only since there are some difficulties associating with other companies or external entities to improve their innovation results since this generates too much uncertainty and risk. Lastly, due to unforeseen circumstances and financial constraints, Google form was used to design the survey questionnaire rather than survey monkey; lack of experience in statistical analysis was also a significant setback in thesis study as analysis. Furthermore, google Forms was sufficient to collect data, but it did not allow sectioning several questions; it had limited features. No training was provided in using SPSS software and NVivo. However, for Qualitative data analysis, data was analyzed manually due to complications with NVivo software.

6.11. Chapter Summary

As discussed through this research, findings have shown the positive impact of change management and innovation in tourism. However, it can be said that the difficulties in innovating are the lack of qualified personnel and public action. The main effects of the introduction of innovations are the improvement of customer satisfaction and the improvement of the image and quality of the service offered. Despite their statistical interest, these figures represent an only limited interest in this research.

The main objective is to measure the degree of innovation in tourism businesses and determine entrepreneurs' profiles in the Nigerian tourism sector. The issue of productivity is susceptible to the business model. As in other economic sectors, it raises many significant theoretical problems in tourism, particularly the Solow paradox, reflecting the difficulties of ubiquitous computing to generate productivity gains. This study reveals Nigeria's travel agency is seen to be lacking in essential areas of innovation, and also, the old system is still in use which has caused several setbacks. Furthermore, this study highlights the importance of innovation in the business model and also identifies the necessary factors affecting business model innovation.

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APPENDICES

A)

PARTICIPANT SHEET FOR INTERVIEW

Development of a change management framework to enhance business model innovation, which improves organizational performance in the Nigeria travel sector.

Name of researcher: Oluwabusolami Akinyemi
London School of Commerce
University of Wales Trinity Saint David

Information for participants

This research sole aim is to identify techniques or strategy to enhance the business model innovation (BMI) in the Nigeria Travel Agency by developing a change management framework that increase organizational performance.

This survey is part of a research project supervised by Dr. Rajendra Kumar and Dr Widin BongasuSha'ven from University of Wales Trinity Saint David. The results from this research are basically for academic purposes for the completion of my Doctorate of Business Administration program. The survey questionnaires will take about 10 to 12 minutes to complete. All responses provided will be held in confidentiality and disposed after the research is completed. All data will be anonymous unless requested otherwise. All data will be stored in a password protected computer only asseseible to researcher. All digital transcript or rearing will be coded and stored separately and also all hard copies will be kept away.

Withdrawal from this study is allowed at any point in time. If the questions make you feel uncomfortable you are free to withdraw without having to give any reason. The information given prior withdrawal will not be used except you consent to the usage of such data.

Data protection policy are backed by the 2018 General data protection regulation (GDPR). This research study has received ethical apptoval from London School of Commerce and University of Wales Trinity saint David. LSE Research Privacy Policy can be found at: <https://info.lse.ac.uk/staff/divisions/SecretarysDivision/Assets/Documents/Information-Records-Management/Privacy-Notice-for-Research-v1.1.pdf>

If you have any questions regarding this study please contact the researcher, Oluwabusolami Akinyemi via email: akinyemi.busola@yahoo.com.

If you have any concern or complaint regarding the conduct of this research, please contact the LSE Research Governance Manager via research.ethics@lse.ac.uk or University of Wales Trinity Saint David registry via: international_registry@uwtsd.ac.uk

If you are happy to take part in this study, please sign the consent sheet attached.

B)Consent Form

CONSENT FORM FOR INTERVIEW

Title of research study: Development of a change management framework to enhance business model innovation, which improves organizational performance in the Nigeria travel sector.

Name of researcher:Oluwabusolami Akinyemi

PARTICIPATION IN THIS RESEARCH STUDY IS VOLUNTARY

I have read and understood the study information or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.	YES / NO
I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.	YES / NO
I understand that the information I provide will be used for <i>a reseach study</i>	YES / NO
I agree that my information can be quoted in research outputs.	YES / NO
I agree that my real name can be used for quotes.	YES / NO
I agree to joint copyright of the data to Oluwabusolami Akinyemi.	YES / NO
I understand that any personal information that can identify me – such as my name, address, will be kept confidential and not shared with anyone without my consent	YES / NO
I give permission for the information I provide to be deposited in a data archive so that it may be used for future research.	YES / NO

Please retain a copy of this consent form.

Participant name:


Signature: _____ Date _____

Interviewer name:

Signature: _____ Date _____

C) Permission from Company A

● Re: Permission for Approval Yahoo/Inbox ★

 [Redacted Name] <optimaltravelsandlogistics@gmail.com> 🖨️ Thu, Feb 6, 2020 at 6:57 PM ★





Dear Busola,

Permission granted to use Optimal Travel Management and Logistics as case study for your thesis.

We look forward to hearing from you.

Thanks.


[> Show original message](#)

D) Permission from company B

← Back ↶ ↷ → Archive Move Delete Spam ...

● Re: Permission to proceed with data collection Yahoo/Inbox ☆

 ● [Redacted]@efficacytravels.com> Tue, Feb 4, 2020 at 1:12 PM
To: [Redacted]

Dear Busola

Yes, of course you can conduct the research, you have our approval.

Kind regards
[Redacted]
MD/CEO
Phone: 08067981498
Web: www.efficacytravels.com
[Redacted]@efficacytravels.com
No36b Toyin street beside Stanbic IBTC bank Ikeja Lagos Nigeria

> Show original message

↶ ↷ → ...

[Reply](#), [Reply All](#) or [Forward](#)

E) Survey Questions

QUESTIONNAIRE

TOPIC: Development of a change management framework to enhance business model innovation to improve organizational performance in the Nigeria travel sector.

Purpose of the study: The purpose of this research is to identify the key determinants of integrating innovative strategy (with a reference to business model innovation) with organizational change strategy, given a broad view on the problem the Nigeria travel agencies struggle with as regards to strategy and innovation. This research seeks to answer the what, why and how questions in order to propose a suitable change management framework.

Confidentiality: Please note that all information provided will be kept anonymous and confidential. This research outcome and report will not include reference to any individual. Furthermore, all questionnaires will be destroyed after completion of the research.

Consent: I consent to participate in this research study. YES NO

Section A: Demographic Profile

1. Gender.

a. Male b. Female

2. Category

a. Student b. customer . c. staff d. d. Manager

Team

3. Age Group

a. 20-30 years b. 31-40 ye c. 41-50 years d. 51- years

Section B	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>4. As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>5. The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>6. The foreign competition in the industry have grown due to the change in technological and social environment seeking response for effective change management.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>7. Tourism companies in Nigeria fails because of its efficiency with the change factors such as lack of skills or having valued employees</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>8. Due to the complex political and economic environment, the tourism sector of Nigeria has developed a negative image across the world.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>9. The Nigerian Tourism Development Corporation has worked on promoting change management strategies to transform the sector with a more secure environment to encourage business.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>10. Nigerian tourism companies can work on regulating its natural resources to attract its tourism with the natural beauty and environmental peace</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

<i>11. Tourism companies are required to encourage its employee to change their attitude and adopt a flexible approach to support collaborative learning and development.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>12. With change management, employees at Tourism companies can face unprecedented demands and challenges to cope with the dramatic change to maintain firm's performance.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>13. Managers in Tourism companies of Nigeria can work on setting highest standards of performance with corporate government to support frenetic organisational roller coaster.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>14. With adequate management approach, tourism companies can support functional stresses to organise, plan, direct, and control the staff to accomplish its performance targets successfully.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>15. Innovation can help the organisation in Nigerian tourism industry to apply creative solutions to different problem linked with business to manage change in firms.</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>16. Management change and innovation uses a unique approach to nurture the change in Nigerian Tourism Industry to improvise their performance</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>

17. The change in organisational structure of the Nigerian Tourism industry have worked	1	2	3	4	5
Section supporting its positive image to support the plan process and	Excellent	Very good	Good	Poor	Very poor
1) strive the effect of forecasted performance. technology innovation on sales directly influences	2	3	4	5	
18) firms in tourism industry can marketing for big changes and development of policies and					
2) Rate procedures to achieve the objectives in changing work environment.	2	3	4	5	
19. The and connection of change management strategy can assist	1	2	3	4	5
3) Rate firm to support its strategies with environment of monitoring and identification of objectives to resource allocation. business model	2	3	4	5	
20. Nigerian Tourism Corporation can work on setting up its resources with relevant nation brand to adjust its strategies with conglomerate diversification in its change performance.	1	2	3	4	5
21. The internal and external environment in business development model for tourism companies work on diffusion strategies to develop its resources with joint-ventures and co-branding seeking segmentation strategy.	1	2	3	4	5
22. Initiatives taken by Nigerian Government to promote business development have worked on promotional campaigns to develop a positive brand image.	1	2	3	4	5

<p>23. <i>Using promotional campaign such as purchasing costly advertisement, hosting sporting event, and others can promote brand management development and strategies.</i></p>	1	2	3	4	5
<p>24. <i>Nigerian government can work on supporting change stereotyping to highlight the country's culture, norms, creativity, and hospitality to seek professional development.</i></p>	1	2	3	4	5
<p>25. <i>The government of Nigeria can work on encouraging different types of tourism strategies to reinvest in tourism friendly production facilities successfully.</i></p>	1	2	3	4	5
<p>26. <i>Tourism management can help the organisation in Nigerian Tourism Industry to reduce economic and social elements and eradicate poverty in future.</i></p>	1	2	3	4	5
<p>27. <i>With business model framework, tourism companies in Nigeria can work on improving its service quality and reduce its operational cost.</i></p>	1	2	3	4	5
<p>28. <i>To improvise the performance of tourism industry in Nigeria, the firm can work on seeking digital marketing strategies to support planning and development with integration of theories and practices.</i></p>	1	2	3	4	5

<p>29. Organisations in Nigerian business industry can use change management model to improve business performance using innovation in competitive workplace.</p>	1	2	3	4	5
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Section D	YES	NO
<p>4. Can the current alliance strategy</p>	1	2
<p>5. Can the current working environment be regarded as effective</p>	1	2

Open questions

Question 1: What is the other factor that can hinder the performance and growth of the Nigeria Travel sector?

Question 2: Any recommendation on how the travel sector can use available resources to capture value in the context of business model innovation?

F) Interview Question

PROJECT TOPIC: Development of a change management framework to enhance business model innovation to improve organizational performance in the Nigeria travel sector.

Interview Questions:

- 1- How effective is your current business model?
- 2- What make your business model different from other travel agency?
- 3- What innovative strategies have been adopted by your organization and how does it impact organizational performance?
- 4- What impact does innovating your business model have on today's market environment?
- 5- What challenges have been encountered during innovation?
- 6- What do you think about the changing dynamic of the business industry and the need for change?
- 7- What is your opinion about change management and how it affects the firm's operations?
- 8- Can change management can be used as a tool to analyse specific business strategy?
- 9- With the designed change, can the organisation work with business and market expansion successfully?
- 10- What do you think about employee resistance due to change management and what are the chances that employee affects the firm's performance?
- 11- What are the leading market changes to support business process improvement to increase the market share of companies?
- 12- How can the change management process affect the business strategies of tourism industry?
- 13- How can innovation be used for the benefit of the organisation in Nigerian tourism industry?
- 14- For large scale changes, how can change management models and technological innovation can work in the favour of Nigerian tourism industry?
- 15- What is the purpose behind implementing change management strategies within Nigerian tourism sector seeking opportunities?
- 16- What are the required skills and structure needed for organisations in tourism sector to identify the problems and improvement areas?
- 17- What are the key factors of survival for tourism organisations in innovative and competitive culture?
- 18- What the technical solutions for tourism industry to be implemented as solutions for cost-effective and effective work solutions?
- 19- What are the important aspects of human and capital element requirement in the Nigerian tourism industry?
- 20- What are the consequences faced by tourism companies in absence of adequate human and capital elements in strategic initiatives?
- 21- What is the likelihood for companies planning an innovative change management strategy in competitive workplace?
- 22- What are the elements for tourism companies defining the change aligning it with scope and business for change?
- 23- What are the building change agent capacity to develop a qualified framework implementing the changes in innovation framework?
- 24- Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?
- 25- What are the potential challenges for Nigerian tourism industry as observed in case of innovative change management?

G). Survey from Google Form

The screenshot shows a Google Form titled "BUSINESS MODEL INNOVATION SURVEY". The form is displayed in a browser window with the URL "docs.google.com/forms/d/119vU7CgW4_5oYu6hvgO-danIU0qz3qsaCrpgrF1AGN8/edit". The form content includes:

- TOPIC:** Development of a change management framework to enhance business model innovation to improve organisational performance in the Nigeria travel sector.
- Purpose of the study:** The purpose of this research is to identify the key determinants of integrating innovative strategy (with a reference to business model innovation) with organizational change strategy, given a broad view on the problem the Nigeria travel agencies struggle with as regards to strategy and innovation. This research seeks to answer the what, why and how questions in order to propose a suitable change management framework.
- Confidentiality:** Please note that all information provided will be kept anonymous and confidential. This research outcome and report will not include reference to any individual. Furthermore, all questionnaires/survey will be destroyed after completion of the research.
- Consent:** I consent to participate in this research study. YES NO

F) Variables from Spss

Output window showing the results of a frequency analysis for the variable 'AdaptingChange'. The output includes a statistics table and a detailed frequency table.

Statistics

As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment.

N	Valid	300
	Missing	1

As a developing country, tourism companies in Nigeria require the management to work on understanding and adapting the change to suit the business environment.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	84	27.9	28.0	28.0
Valid Agree	98	32.6	32.7	60.7
Valid Neutral	34	11.3	11.3	72.0
Valid Disagree	34	11.3	11.3	83.3
Valid Strongly Disagree	50	16.6	16.7	100.0
Total	300	99.7	100.0	
Missing System	1	.3		
Total	301	100.0		

Output window showing the results of a frequency analysis for the variable 'ForeignCompetition'. The output includes a statistics table and a detailed frequency table.

Statistics

The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

N	Valid	300
	Missing	1

The business environment in Nigeria operate in complex and dynamic political and economic environment to maintain its existence in the industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	81	26.9	27.0	27.0
Valid Agree	56	18.6	18.7	45.7
Valid Neutral	46	15.3	15.3	61.0
Valid Disagree	64	21.3	21.3	82.3
Valid Strongly Disagree	53	17.6	17.7	100.0
Total	300	99.7	100.0	
Missing System	1	.3		
Total	301	100.0		

ForeignCompetition

Statistics

The foreign competition in the industry has grown due to the change in technological and social environment seeking response for effective change management

G) Variable view SPSS

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
7	LeveragingR...	Numeric	8	2	Nigerian touris...	(1.00, Stron...	None	8	Right	Nominal	Input
8	RegulatingB...	Numeric	8	2	Nigerian touris...	(1.00, Stron...	None	8	Right	Nominal	Input
9	NigerianGov...	Numeric	8	2	With Nigerian ...	(1.00, Stron...	None	8	Right	Nominal	Input
10	ChangeinE...	Numeric	8	2	Tourism compa...	(1.00, Stron...	None	8	Right	Nominal	Input
11	Demandand...	Numeric	8	2	With change m...	(1.00, Stron...	None	8	Right	Nominal	Input
12	HighPerform...	Numeric	8	2	Managers in To...	(1.00, Stron...	None	8	Right	Nominal	Input
13	FunctionalS...	Numeric	8	2	With adequate ...	(1.00, Stron...	None	8	Right	Nominal	Input
14	Innovationin...	Numeric	8	2	Innovation can ...	(1.00, Stron...	None	8	Right	Nominal	Input
15	Managemen...	Numeric	8	2	Management c...	(1.00, Stron...	None	8	Right	Nominal	Input
16	Forecasting...	Numeric	8	2	The change in ...	(1.00, Stron...	None	8	Right	Nominal	Input
17	LewinChange	Numeric	8	2	With Lewin's c...	(1.00, Stron...	None	8	Right	Nominal	Input
18	Developmen...	Numeric	8	2	Firms in touris...	(1.00, Stron...	None	8	Right	Nominal	Input
19	Formationof...	Numeric	8	2	The formation o...	(1.00, Stron...	None	8	Right	Nominal	Input
20	NigerianTOu...	Numeric	8	2	Nigerian touris...	(1.00, Stron...	None	8	Right	Nominal	Input
21	Internaland...	Numeric	8	2	The internal an...	(1.00, Stron...	None	8	Right	Nominal	Input
22	PositiveBra...	Numeric	8	2	Initiatives taken...	(1.00, Stron...	None	8	Right	Nominal	Input
23	Promotional...	Numeric	8	2	Using promotio...	(1.00, Stron...	None	8	Right	Nominal	Input
24	TourismBra...	Numeric	8	2	Nigerian film in...	(1.00, Stron...	None	8	Right	Nominal	Input
25	SupportingC...	Numeric	8	2	Nigerian govern...	(1.00, Stron...	None	8	Right	Nominal	Input
26	Reinvestingi...	Numeric	8	2	The government...	(1.00, Stron...	None	8	Right	Nominal	Input
27	ReduceEcco...	Numeric	8	2	Tourism manag...	(1.00, Stron...	None	8	Right	Nominal	Input
28	BusinessM...	Numeric	8	2	With business ...	(1.00, Stron...	None	8	Right	Nominal	Input
29	ImproveBusi...	Numeric	8	2	To improvise th...	(1.00, Stron...	None	8	Right	Nominal	Input
30	ChangeMan...	Numeric	8	2	Organisations t...	(1.00, Stron...	None	8	Right	Nominal	Input

Data View Variable View

IBM SPSS Statistics Processor is ready Unicode:ON

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	AdaptingCh...	Numeric	8	2	As a developin...	(1.00, Stron...	None	8	Right	Nominal	Input
2	Politicaland...	Numeric	8	2	The business e...	(1.00, Stron...	None	8	Right	Nominal	Input
3	ForeignCO...	Numeric	8	2	The foreign co...	(1.00, Stron...	None	8	Right	Nominal	Input
4	LackofSkille...	Numeric	8	2	Tourism compa...	(1.00, Stron...	None	8	Right	Nominal	Input
5	NegativePol...	Numeric	8	2	Due to the com...	(1.00, Stron...	None	8	Right	Nominal	Input
6	PromotingC...	Numeric	8	2	The Nigerian To...	(1.00, Stron...	None	8	Right	Nominal	Input
7	LeveragingR...	Numeric	8	2	Nigerian touris...	(1.00, Stron...	None	8	Right	Nominal	Input
8	RegulatingB...	Numeric	8	2	Nigerian touris...	(1.00, Stron...	None	8	Right	Nominal	Input
9	NigerianGov...	Numeric	8	2	With Nigerian ...	(1.00, Stron...	None	8	Right	Nominal	Input
10	ChangeinE...	Numeric	8	2	Tourism compa...	(1.00, Stron...	None	8	Right	Nominal	Input
11	Demandand...	Numeric	8	2	With change m...	(1.00, Stron...	None	8	Right	Nominal	Input
12	HighPerform...	Numeric	8	2	Managers in To...	(1.00, Stron...	None	8	Right	Nominal	Input
13	FunctionalS...	Numeric	8	2	With adequate ...	(1.00, Stron...	None	8	Right	Nominal	Input
14	Innovationin...	Numeric	8	2	Innovation can ...	(1.00, Stron...	None	8	Right	Nominal	Input
15	Managemen...	Numeric	8	2	Management c...	(1.00, Stron...	None	8	Right	Nominal	Input
16	Forecasting...	Numeric	8	2	The change in ...	(1.00, Stron...	None	8	Right	Nominal	Input
17	LewinChange	Numeric	8	2	With Lewin's c...	(1.00, Stron...	None	8	Right	Nominal	Input
18	Developmen...	Numeric	8	2	Firms in touris...	(1.00, Stron...	None	8	Right	Nominal	Input
19	Formationof...	Numeric	8	2	The formation o...	(1.00, Stron...	None	8	Right	Nominal	Input
20	NigerianTOu...	Numeric	8	2	Nigerian touris...	(1.00, Stron...	None	8	Right	Nominal	Input
21	Internaland...	Numeric	8	2	The internal an...	(1.00, Stron...	None	8	Right	Nominal	Input
22	PositiveBra...	Numeric	8	2	Initiatives taken...	(1.00, Stron...	None	8	Right	Nominal	Input
23	Promotional...	Numeric	8	2	Using promotio...	(1.00, Stron...	None	8	Right	Nominal	Input
24	TourismBra...	Numeric	8	2	Nigerian film in...	(1.00, Stron...	None	8	Right	Nominal	Input
25	SupportingC...	Numeric	8	2	Nigerian govern...	(1.00, Stron...	None	8	Right	Nominal	Input

Data View Variable View

IBM SPSS Statistics Processor is ready Unicode:ON

H) Data view (SPSS)

Case	Adapting Change	Political and Economic Environment	Foreign Competition	Lack of Skilled Workers	Negative Political Image	Promoting Change	Leveraging Resources	Regulatory Business	Nigerian Government	Change in Employee Behavior	Demand and Challenges	High Performance Standards	Functional Stresses	Innovation in Business	Management Change	Financial
23	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	1.00
24	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	1.00
25	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	1.00
26	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	1.00
27	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	3.00	1.00	1.00	1.00	1.00	1.00
28	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
29	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
30	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
31	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
32	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
33	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
34	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
35	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
36	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	4.00	1.00	1.00	5.00	1.00	1.00
37	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	1.00
38	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	1.00
39	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	1.00
40	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	1.00
41	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	1.00
42	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	1.00
43	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	5.00	1.00	1.00	5.00	1.00	1.00

I) Interview Transcripts

Interview Questions: Participant 1- OPTIMAL TRAVEL SAND LOGISTICS- (COMPANY A)

- 1- How effective is your current business model?
Highly effective
- 2- What make your business model different from other travel agency?

We combine both Online Travel Agency and Shop Travel agency unlike others that are either of the two. Shop or controversial

- 3- What innovative strategies have been adopted by your organization and how does it impact organizational performance?

Our strategy is the adoption of Ecommerce and it has affected the organizational performance in the following areas:

a. Exposure to global industry, b). Addressing the change in consumer and industry behaviour c). Cost reduction and increase in profitability

- 4- What impact does innovating your business model have on today's market environment?

It is highly effective in understanding customer's preferences, competing agencies, our resources and budgets as well as the legal, political and regulatory environments.

- 5- What challenges have been encountered during innovation?
a). conversion of staff to be technologically savvy b). Inability to serve our corporate clients who use credit facilities, c) keeping of database d). Some clients are sceptical of using their information on the internet, e) Hackers during operations.

- 6- What do you think about the changing dynamic of the business industry and the need for change?

The era of Traditional Travel Agency is dying gradually. To justify big commission, a modern travel agency must coordinate multiple travellers, hotels and airlines. Thanks to the Internet, the way that people travel and vacation have changed drastically. The traditional agent serves as the hub between travellers, hotels and airlines, but now, websites and expedient self-service platforms have taken over. Technology has altered travel like any other industry and it has not stopped. Among the new developments in the travel industry are block-chain, the battle of review sites and artificial intelligence.

I hope am in line

Yes you are

- 7- What is your opinion about change management and how it affects the firm's operations?

We all know that change is unavoidable, and that's just as true in travel as in other industries. When the airlines, hotels and other providers of travel services make changes, it becomes a bottleneck for the travel agency.

In recent time, there has been a big movement in traveller demographics with people reaching young adulthood in the early 21st century making up the higher percentage of global workforce and business travellers. This change, coupled with growing mobile and internet penetration rates worldwide, has influenced what travellers expect from the booking process.

This change means travel agency cannot be static, as such the change management strategy to save cost, meet customers satisfaction must be put in place.

- 8- Can change management can be used as a tool to analyse specific business strategy?
Change management can be used to analyse specific business strategy by creating a win-win situation for parties involved, fighting decision fatigue, communicating change and understanding travellers' path.

- 9- With the designed change, can the organisation work with business and market expansion successfully?

Yes

- 10- What do you think about employee resistance due to change management and what are the chances that employee affects the firm's performance?

We perceive change management as key to survival and profitability in today's competitive environment. However, some employees are resistant to change management due to the following reasons. a). Heavy investment on their current work b). Some expect more as a result of change c). Some are not technologically savvy d). Those whose change options are left for others.

11- What are the leading market changes to support business process improvement to increase the market share of companies?

Economic growth, market demand, technology, employees' education and certification

12- How can the change management process affect the business strategies of tourism industry?

Change management process within the travel and tourism industry is not that valued as it ought to be. So many factors have made the process exposed to external as well as internal pressures, which have led to underperformance, or in worst case scenario, business failure.

Change management process can have many positive effects. Examples are:

- a. Adaptation to legal environment
- b. Cost efficiency
- c. Increase in market growth
- d. Training of employees

13- How can innovation be used for the benefit of the organisation in Nigerian tourism industry?

a. The provision of solutions to satisfy the needs of customer(s) that has not been met or remarked before.

b. Using some new methods for customer interaction; behind the traditional methods to realize service attraction in a more efficient ways.

c. New value system and new business partnership implementations; coalition of partners, like hotel acquisitions or mergers.

d. New revenue model; new revenue management models in hotels distributing costs and revenues appropriately.

e. New organizational system; personnel, organization, culture, appropriate management and organization structure that allow service providers to new jobs properly.

f. New service delivery system; numerous service innovations ranging from electronic business to e-tourism with advanced multi-channel management, customization of services, introduction of self-service concept and so on.

14- For large scale changes, how can change management models and technological innovation can work in the favour of Nigerian tourism industry?

Innovation inherently requires some level of change. Change requires learning. However, humans and organizations tend to learn as a reaction to events. External factors like customer needs, competitive offers, new technology, economic cycle, societal change and internal factors like decisions, problems in operations, company growth or decline, leadership and personnel change and changes to inter-organisation

alliances are triggers that will motivate the Nigeria travel and tourism industry in new learning needed for increase.

- 15- What is the purpose behind implementing change management strategies within Nigerian tourism sector seeking opportunities?

In today's fast-paced business world, being able to adapt to change is a quality any successful organization needs. Within the Nigeria tourism industry, conditions and requirements are always changing. As a result, to be successful you must be adaptable. By helping employees better understand change, you create a workplace that is more open-minded and open to change. Change management can help ease this tension and create a smooth process.

When employees are more engaged, the transition can happen more quickly and ultimately save your organization time and resources.

Setting a standard for change early on and maintaining consistency can help create a more adaptable and innovative workplace.

- 16- What are the required skills and structure needed for organisations in tourism sector to identify the problems and improvement areas?

Communication, leadership, strategic, management, digital world

- 17- What are the key factors of survival for tourism organisations in innovative and competitive culture?

The travel and tourism field is the fast growing paced and rapidly growing in world. Each year, the tourism industry is increasing seems more difficulty to employees to undertake the trainer of new entrants to the fields. The parallel growth in the use of sophisticated technologies has complicated this situation. At the same time, travellers throughout the world have becomes more sophisticated, more knowledge and more demanding.

- 18- What the technical solutions for tourism industry to be implemented as solutions for cost-effective and effective work solutions?

Improved Internet and Marketing – Online advertising, social media, blogs and online purchasing

Computer Systems, Mobile communication

- 19- What are the important aspects of human and capital element requirement in the Nigerian tourism industry?

Education, training, productivity and wages

- 20- What are the consequences faced by tourism companies in absence of adequate human and capital elements in strategic initiatives?

Poor quality service, inconsistency in job performance, employee dissatisfaction, reduce turnover.

- 21- What is the likelihood for companies planning an innovative change management strategy in competitive workplace?

Assist with support for organisational development through the effective elimination of the problems that are hindering the development of the organizations. When such problems are identified and change made, the organization will start experiencing development

22- What are the elements for tourism companies defining the change aligning it with scope and business for change?

Consumer behavior, internet marketing and distribution, digital technology, types of travels

23- What are the building change agent capacity to develop a qualified framework implementing the changes in innovation framework?

Connect with a Host Agency.

Necessary Training. ...

Develop a Niche Market. ...

Become the Expert. ...

Give Your Customers the Service You Want for Yourself.

24- Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?

Values and beliefs, race, gender, religious, socio-economic status.

25- What are the potential challenges for Nigerian tourism industry as observed in case of innovative change management?

Demographic Factors

Ecological Factors

Economic Factors

Socio-cultural Factors

Political and Legal Factors

International Environment

Technological Factors

INTERVIEW- PARTICIPANT 2- OPTIMAL TRAVEL AND LOGISTICS

Interview Questions:

1- How effective is your current business model?

Very effective over 80 % effective improving in areas like *Yoga, Photography, Diving, Culinary or just leisure*

2- What make your business model different from other travel agency?

We combine online and face to face to give better meaning to global travel and *Yoga, Photography, Diving, Culinary or just leisure*

3- What innovative strategies have been adopted by your organization and how does it impact organizational performance?

We hunt worldwide for locations and assess luxurious and exquisite travel sites for the perfect vacation and customer satisfaction
Provide exceptional local guides and
Building strong relationships with local partners and hotels worldwide
We also have operation specialists and tour experts that ensure quality service is delivered

4- What impact does innovating your business model have on today's market environment?

Understanding customer's preferences, competing agencies, budget, government policies

5- What challenges have been encountered during innovation?

Technology malware, technology fraud, bigger competition, sceptical customers

6- What do you think about the changing dynamic of the business industry and the need for change?

Focus on tradition and modern systems

7- What is your opinion about change management and how it affects the firm's operations?

We focus on our mission which is to offer travellers unrivalled savings at a selection of handpicked destinations, creating unforgettable

Identifying what impact does innovating your business model have on affordable holidays. Using technology innovation in marketing, and sales have on today's market environment

8- Can change management be used as a tool to analyse specific business strategy?

Change management is necessary as the travel sector is evolving and the need to innovate and adapt is now a necessity and not a choice

9- With the designed change, can the organisation work with business and market expansion successfully?

Yes it can be used to develop new strategy, improve service, and view the travel sector through customer's eyes to understand the needs

10- What do you think about employee resistance due to change management and what are the chances that employee affects the firm's performance?

Increase in work load, change in perspective or ways of work, fear of failure.

11- What are the leading market changes to support business process improvement to increase the market share of companies?

We adopted strategies like ecotourism- which is tourism focused on threatened natural environment, wildlife and support these. Our ecotourism is focused on Costa Rica, where recreational hunting is illegal, catch-and-release fishing is exhilarated.

We also show case other cultures both western and traditional

- 12- How can the change management process affect the business strategies of tourism industry?
Provide environmental stability like eco-tourism
- 13- How can innovation be used for the benefit of the organisation in Nigerian tourism industry?
Increased market growth, adaptation and innovation, training and coaching of staffs
- 14- For large scale changes, how can change management models and technology innovation can work in the favour of Nigerian tourism industry?
Advancement of technological innovation
Improve in eco-tourism
- 15- What is the purpose behind implementing change management strategies within Nigerian tourism sector seeking opportunities?
Helping employees better understand change, engaging employees, maintaining standard
- 16- What are the required skills and structure needed for organisations in tourism sector to identify the problems and improvement areas?
Communication, leadership, strategic, management
- 17- What are the key factors of survival for tourism organisations in innovative and competitive culture?
Technological advancement, development in strategies, embracing change
- 18- What the technical solutions for tourism industry to be implemented as solutions for cost-effective and effective work solutions?
Digital, Online advertising, social media, blogs and online purchasing
- 19- What are the important aspects of human and capital element requirement in the Nigerian tourism industry?
Productivity, cost management, training and strategy
- 20- What are the consequences faced by tourism companies in absence of adequate human and capital elements in strategic initiatives?
Bad service, poor performance, reduced turnover, customer's dissatisfaction
- 21- What is the likelihood for companies planning an innovative change management strategy in competitive workplace?
Finding the root of the problem and making a change
- 22- What are the elements for tourism companies defining the change aligning it with scope and business for change?
Internet marketing and distribution, digital technology
- 23- What are the building change agent capacity to develop a qualified framework implementing the changes in innovation framework?
Culture improvement, tourism development
- 24- Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?
Environmental, security, bad policy, environmental factors

- 25- What are the potential challenges for Nigerian tourism industry as observed in case of innovative change management?
Security concerns, poor maintenance of tourist sites, bad management

INTERVIEW QUESTIONS: PARTICIPANT 3- OPTIMAL TRAVEL AND LOGISTICS

- 1- How effective is your current business model?
over 80 % effective
- 2- What make your business model different from other travel agency?
Use of technological innovation, face to face and online service system
- 3- What innovative strategies have been adopted by your organization and how does it impact organizational performance?
Partnership and collaboration, perfect vacation and customers satisfaction, Provide exceptional local guide,
- 4- What impact does innovating your business model have on today's market environment?
Understanding customers want and needs, identifying competitors strategy, government policies
- 5- What challenges have been encountered during innovation?
Online fraud, technological malwares, big competitions
- 6- What do you think about the changing dynamic of the business industry and the need for change?
Balance between new and old system
- 7- What is your opinion about change management and how it affects the firm's operations?
Focus on improvement, identifying gaps in the current business model
- 8- Can change management can be used as a tool to analyze specific business strategy?
Change management is a necessary tool for improving organizational performance
- 9- With the designed change, can the organisation work with business and market expansion successfully?
Yes it can
- 10- What do you think about employee resistance due to change management and what are the chances that employee affects the firm's performance?
Fear of failure, fear of change in cultural or work system
- 11- What are the leading market changes to support business process improvement to increase the market share of companies?
Adoption of e commerce, new technology and strategies
- 12- How can the change management process affect the business strategies of tourism industry?

It has a positive effect on business strategy if the management process are followed

13- How can innovation be used for the benefit of the organisation in Nigerian tourism industry?

Increase in productivity, performance, Growth in market and economic stability

14- For large scale changes, how can change management models and technology innovation can work in the favour of Nigerian tourism industry?

Improvement in change dynamic, improvement in strategy, implementation of innovative strategies, creating value, improvement in cultural and tourism view and impact in the globally

15- What is the purpose behind implementing change management strategies within Nigerian tourism sector seeking opportunities?

Maintaining standard, understanding change process and implementation process

16- What are the required skills and structure needed for organisations in tourism sector to identify the problems and improvement areas?

Strategic skill, communication, leadership skill, intuition

17- What are the key factors of survival for tourism organisations in innovative and competitive culture?

Adaptation to change

18- What the technical solutions for tourism industry to be implemented as solutions for cost-effective and effective work solutions?

Digital, Online advertising, social media, blogs and online purchasing

19- What are the important aspects of human and capital element requirement in the Nigerian tourism industry?

Human resources, productivity, capital

20- What are the consequences faced by tourism companies in absence of adequate human and capital elements in strategic initiatives?

Poor service, discrepancy in job performance, employee displeasure, reduce revenue

21- What is the likelihood for companies planning an innovative change management strategy in competitive workplace?

Identifying the problem from the root and eradicating it.

22- What are the elements for tourism companies defining the change aligning it with scope and business for change?

Internet marketing, digital technology, marketing strategy, use of technology app that compare prizes

23- What are the building change agent capacity to develop a qualified framework implementing the changes in innovation framework?

Building relationship with agents

Getting technological experts, connecting with partners

24- Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?

New market, values, cultures, beliefs system, government policies,

25- What are the potential challenges for Nigerian tourism industry as observed in case of innovative change management?

Political, social, economic, technological, legal , ecological factors.

EFFICACY TRAVEL AGENCY- PARTICIPANT 4 (COMPANY B)

1- How effective is your current business model?

So far so good about 45%

2- What make your business model different from other travel agency?

Basically the biz model I use is to go after people i think that needed our services and we use social media as well.

3- What innovative strategies have been adopted by your organization and how does it impact organizational performance?

Marketing-

Bulk sms

Fliers

One on one marketing

4- What impact does innovating your business model have on today's market environment?

We bring honesty and integrity to the sector. Which has really been helping us and make existing clients to refer us to new ones

5- What challenges have been encountered during innovation?

6- What do you think about the changing dynamic of the business industry and the need change for change?

The company is just 2years. There's no changes yet

7- What is your opinion about change management and how it affects the firm's operations?

a. Acquiring more knowledge

b. Capital

c. Advertisements

8- Can change management can be used as a tool to analyse specific business strategy?

Yes. We use online platform, we are working towards making direct ticket sales from our website

Yeah we are currently partnering with bigger agencies

9- With the designed change, can the organisation work with business and market expansion successfully?

Yes through adaptation to current rising change and also partnering with bigger companies

10- What do you think about employee resistance due to change management and what are the chances that employee affects the firm's performance?

Because my company is a new company it is easily affected by change such as the current Covid 19 which has impacted growth and profit badly. Hmm its led to total shut down, it affects travels directly. As the Airports are locked. We are brain storming to diversify

11- What are the leading market changes to support business process improvement to increase the market share of companies?

Through innovation, strengthening customer relationships, partnership and hiring the right people practices

12- How can the change management process affect the business strategies of tourism industry?

Growth in capital by increasing labour forces. Capital will definitely grow the company
As per labour we are still less than 10

13- How can innovation be used for the benefit of the organisation in Nigerian tourism industry?

Improve organizational perform, reproof organizational structure, improve competitive advantage, new product and services

Use of technology to reduce cost, improve customer experience, reduce labour cost and increase operational efficiency

14- For large scale changes, how can change management models and technology innovation can work in the favour of Nigerian tourism industry?

Improvement of Risk *management* and policies concerning the use of new technology *working* time, understanding of impact of change like Covid 19 use of right strategy,

15- What is the purpose behind implementing change management strategies within Nigerian tourism sector seeking opportunities?

16- Maintaining standard, understanding change process and implementation process

17- What are the required skills and structure needed for organisations in tourism sector to identify the problems and improvement areas?

Technology

Strategy

Innovative mind

Advance training

18- What are the key factors of survival for tourism organisations in innovative and competitive culture?

Management of highly competitive market, Regulating body or government for resources, support and funding.

19- What the technical solutions for tourism industry to be implemented as solutions for cost-effective and effective work solutions?

Tourism skills

More GDS training

Learning more about visas and their requirements

- 20- What are the important aspects of human and capital element requirement in the Nigerian tourism industry?
Strategy implementation, value creation
- 21- What are the consequences faced by tourism companies in absence of adequate human and capital elements in strategic initiatives?
Lack of human connection, technology has made it easy reducing human labour and cost of labour
- 22- What is the likelihood for companies planning an innovative change management strategy in competitive workplace?
Change management is necessary as innovation is constant
- 23- What are the elements for tourism companies defining the change aligning it with scope and business for change?
Roads, Airports, Communications, Public Toilets, Signs, Manufacturing, Building Industry, Electricity, Water supply and Sewerage and waste disposal.
- 24- What are the building change agent capacity to develop a qualified framework implementing the changes in innovation framework?
1. We have low capacity at the moment we are trying to adopt new strategies as a new company like Align culture with strategy and processes.
 2. Connect culture and accountability
 3. Have visible proponents as well
- 25- Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?
Policy, diversity management principles, the environmental *factors*, communication
- 26- What are the potential challenges for Nigerian tourism industry as observed in case of innovative change management?
Poor management, security concerns, poor maintenance of tourist sites, and poor policies enactment

PARTICIPANT 5 EFFICACY TRAVEL(COMPANY B)

1. How effective is your current business model?
40- 45 % because
2. What make your business model different from other travel agency?
Though it's a new company but we try to connect with the customers face to face
3. What innovative strategies have been adopted by your organization and how does it impact organizational performance?
Marketing-
Bulk sms
Fliers

One on one marketing

4. What impact does innovating your business model have on today's market environment?

Not much impact as the company is barely 2 years old

5. What challenges have been encountered during innovation?
Competing with older company,
Developing a strong strategy.
6. What do you think about the changing dynamic of the business industry and the need for change?
The change dynamic in the travel sector is quite scary as change is constant and inability to adapt has affected us greatly
7. What is your opinion about change management and how it affects the firm's operations?
Its importance cannot be over stated, is quite complex but significant
8. Can change management can be used as a tool to analyse specific business strategy?
Yes definitely
9. With the designed change, can the organisation work with business and market expansion successfully?
Yes with right strategy
10. What do you think about employee resistance due to change management and what are the chances that employee affects the firm's performance?
People are not always used to the idea of change, however resistance to change affects the organization badly as while other organizations are moving forward the resistant organization is stuck in the past
11. What are the leading market changes to support business process improvement to increase the market share of companies?
Eco-tourism is one of the fastest growing sectors of the tourism industry
Marketing through technology
Finding and booking of tour
12. How can the change management process affect the business strategies of tourism industry?
Impact dynamic and structural changes
13. How can innovation be used for the benefit of the organisation in Nigerian tourism industry?
It has tremendous benefits, like improving *innovation in* hospitality, competitive *advantage in* the hospitality industry depends on the ability to develop, and development and improvement of new product and service, technology innovation make work easier
14. For large scale changes, how can change management models and technological innovation can work in the favour of Nigerian tourism industry?

Impact internal; and external structure of the travel sector, and improve performance in market environment

15. What is the purpose behind implementing change management strategies within Nigerian tourism sector seeking opportunities?

Effective coordination of activities towards *implementation* of strategies

Improve on strategies

Improving opportunities

Competitive advantages

Better Management of hospitality and operations

16. What are the required skills and structure needed for organisations in tourism sector to identify the problems and improvement areas?

Risk management skills

Implementation of value

Ability to deal with travel emergencies, Management skill

17. What are the key factors of survival for tourism organisations in innovative and competitive culture?

Adaptation, survival

18. What the technical solutions for tourism industry to be implemented as solutions for cost-effective and effective work solutions?

Retraining and coaching o staff on technological processes and strategies

Ensuring values and goals are met by setting up a daily target

Improvement in partnership

19. What are the important aspects of human and capital element requirement in the Nigerian tourism industry?

Communication and connection, also mapping and strategy implementation

20. What are the consequences faced by tourism companies in absence of adequate human and capital elements in strategic initiatives?

Today's technology has made it easy reducing human labour and cost of labour by using advance technological application. However people still is human connection

21. What is the likelihood for companies planning an innovative change management strategy in competitive workplace?

Indefinite

22. What are the elements for tourism companies defining the change aligning it with scope and business for change?

infrastructure, Roads, Airports, Communications, Public Toilets, Signs, Manufacturing, Building Industry, Electricity, Water supply and Sewerage and waste disposal.

23. What are the building change agent capacity to develop a qualified framework implementing the changes in innovation framework?

NO idea. I guess develop a better strategy

24. Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?

Cultural barrier, religious normal, work ethic, competition, security concern

25. What are the potential challenges for Nigerian tourism industry as observed in case of innovative change management?

Poor policy implementation, high criminal activities, poor maintenance of tourism site,

PARTICIPANT 6 - EFFICACY TRAVELS(Company B)

1. How effective is your current business model?

Its 45 percent effective

2. What make your business model different from other travel agency?

We use only face to face communication for now

3. What innovative strategies have been adopted by your organization and how does it impact organizational performance?

Marketing through fliers, sms, face to face contacts

4. What impact does innovating your business model have on today's market environment?

The company is just 2 year so we're still developing

5. What challenges have been encountered during innovation?

Partnership and integration problem

Completion in the market place

Adaption problem

6. What do you think about the changing dynamic of the business industry and the need for change?

The change dynamics makes it difficult for growing company like us to develop

7. What is your opinion about change management and how it affects the firm's operations?

Change is necessary

8. Can change management can be used as a tool to analyse specific business strategy?

Yes innovation brings about change

9. With the designed change, can the organisation work with business and market expansion successfully?

Definitely with the right strategy, team and management

10. What do you think about employee resistance due to change management and what are the chances that employee affects the firm's performance?

Fear of change

11. What are the leading market changes to support business process improvement to increase the market share of companies?

New and innovative product or service which will make a mark in the market sector

12. How can the change management process affect the business strategies of tourism industry?

It can affect the organization internal and external

13. How can innovation be used for the benefit of the organisation in Nigerian tourism industry?

Development and enhancement of new product and service

Technology innovation make work better

14. For large scale changes, how can change management models and technological innovation can work in the favour of Nigerian tourism industry?

Improvement of product and service, gives competitive advantage,

15. What is the purpose behind implementing change management strategies within Nigerian tourism sector seeking opportunities?

Competitive advantages

Better Management of hospitality and operations

16. What are the required skills and structure needed for organisations in tourism sector to identify the problems and improvement areas?

Management skills, technological innovation skill

Strategy development skill,

17. What are the key factors of survival for tourism organisations in innovative and competitive culture?

Ability to adapt, being innovative

18. What are the technical solutions for tourism industry to be implemented as solutions for cost-effective and effective work solutions?

Teaching and coaching of staff

Employing of professional

Learning from competitors

19. What are the important aspects of human and capital element requirement in the Nigerian tourism industry?

Strategy development and implementation

20. What are the consequences faced by tourism companies in absence of adequate human and capital elements in strategic initiatives?

Human connection is relevant for communication and interaction even though technology has taken over the technology system

21. What is the likelihood for companies planning an innovative change management strategy in competitive workplace?

Development of better manufacturing distribution and sales management team

22. What are the elements for tourism companies defining the change aligning it with scope and business for change?

- Infrastructure, Roads, Airports, Communications, Public Toilets, Signs, Manufacturing, Building Industry, Electricity,
23. What are the building change agent capacity to develop a qualified framework implementing the changes in innovation framework?
Better management strategy
 24. Identify the factors and elements of change implementing the cultural barriers to change inherent by the tourism company?
Security, lack of effective management, strong competition
 25. What are the potential challenges for Nigerian tourism industry as observed in case of innovative change management?
Poor maintenance site, poor strategy and implementation