

Mitigating pandemics through the adaptation of digital technologies – towards a digital resilience framework

Conference or Workshop Item

Accepted Version

Dzandu, M. D., De Cesare, S., Evans, R. and Tang, Y. ORCID: <https://orcid.org/0000-0002-1134-4170> (2025) Mitigating pandemics through the adaptation of digital technologies – towards a digital resilience framework. In: 2024 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM), 15-18 Dec 2024, Bangkok, Thailand, pp. 1331-1335. doi: <https://doi.org/10.1109/ieem62345.2024.10856989> Available at <https://centaur.reading.ac.uk/120903/>

It is advisable to refer to the publisher's version if you intend to cite from the work. See [Guidance on citing](#).

To link to this article DOI: <http://dx.doi.org/10.1109/ieem62345.2024.10856989>

Publisher: IEEE

All outputs in CentAUR are protected by Intellectual Property Rights law, including copyright law. Copyright and IPR is retained by the creators or other copyright holders. Terms and conditions for use of this material are defined in the [End User Agreement](#).

www.reading.ac.uk/centaur

CentAUR

Central Archive at the University of Reading

Reading's research outputs online

Mitigating pandemics through the adaptation of digital technologies – towards a digital resilience framework

M. D. Dzandu¹, S. De Cesare¹, R. Evans², Y. Tang³

¹School of Applied Management and Centre for Digital Business Research, University of Westminster, London, UK

²Faculty of Computer Science at Dalhousie University, Halifax, Canada

³Business Informatics, Systems and Accounting, Henley Business School, University of Reading, Reading, UK

(dzandum@westminster.ac.uk, s.decesare@westminster.ac.uk, r.evans@dal.ca, y.tang@henley.ac.uk)

Abstract - This paper reports a qualitative analysis of the literature search output of studies on digital technology interventions deployed specifically in the G7 countries in response to the recent pandemic. This is followed by interviews with 18 citizens from the UK, Germany and Italy on their lived experiences in adapting digital technologies to mitigate the effect of the pandemic. Using a thematic analysis approach, the study uncovers 2 streams of digital technology resilience: digital resilience in public and private spheres; and healthcare and well-being in the digital age. Together with a set of identified technology-driven and individual-driven resistance and enabling factors, a model of a proposed digital resilience (DigiRES) framework is developed for validation and in-country contextualization. The implications of the study for preparedness for future pandemics or crises are highlighted for consideration by stakeholders.

Keywords - Digital resilience, framework, G7, interventions, pandemics, technology

I. INTRODUCTION

Digital technologies have become pervasive in our daily lives and almost every facet of life. From online shopping to commuting, and emergencies including the recent COVID-19 pandemic. There has been an argument as to whether society could have survived the pandemic with or without digital technologies, but there is still a lack of detailed documentation of citizens' experiences of how critical digital technologies were adapted to mitigate the effect of the pandemic. In addition, it is unclear how citizens across the world and in G7 countries, in particular, were able to build resilience using digital technologies during the pandemic, what were the challenges and what lessons have been learnt in preparation for future pandemics.

The G7, or the International Group of Seven, represents a forum consisting of Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States. It is an informal grouping of 7 wealthy nations which has been around since 1975. G7 countries have a collective annual GDP of \$40 trillion, or just under half of the global economy. Originally, it was formed to examine prospective solutions to global economic and financial problems, such as the oil crisis including pandemics like COVID-19 [1]. However, despite the huge

investment made by the G7 nations in research and digital technology interventions during the COVID-19 pandemic, their economies, and especially that of the UK, were among the hardest hit [2]. The levels of success in adopting and adapting digital technologies to cope with the pandemic were very low [3] raising questions about the resilience of the technologies and the citizens during the COVID-19 pandemic and preparedness for future pandemics [4].

Resilience has been defined differently by different authors often based on the context [5]; [6]. *For example*, Resilience is defined “as the ability to absorb, adapt and transform from shocks” [4], [7] or the ability “to persist, adapt, or transform in the face of change” [8]. According to Pinkwart, Schingen, Pannes, & Schlotböller [9], “resilience begins with preparing for a future crisis”. Although resilience consists of four dimensions namely resistance (adaptability), recovery (capability), re-orientation (avoidance of negative consequences) and renewal (sustainable changes), it is not clear which aspects helped help citizens to mitigate the recent pandemic.

UKCIS Digital Resilience Working Group [10] defines digital resilience within the context of online environments, whilst Weller and Anderson [6] define digital resilience in the context of education. Digital Resilience, for this study, has two possible connotations of the term:

1. The resilience of an individual, group or firm in relation to the risks that digital technologies can present.
2. Resilience to risks created by (extraordinary) events to individuals, groups or firms by managing such risks through digital technologies.

The researchers, however, conceptualizes digital technology resilience as “the flexibility of technologies and citizens’ capacity to embrace digital technological interventions in times of crisis to function efficiently without making significant changes to their existing lifestyles.”

This study adopts a qualitative approach through a review of the literature on the digital technology interventions deployed in the G7 countries in response to the COVID-19 pandemic. This is followed by interviews with citizens in some of the G7 countries to understand

their lived experiences, and challenges and how they were able to adapt digital technology interventions to mitigate the pandemic and emerge resilience. The rest of the paper covers the methodology adopted for the study, the results and discussion, and the conclusion, potential impact and future research.

II. METHODOLOGY

The study uses a 2-step qualitative approach involving analysis of the literature on digital technology interventions during the pandemic, and responses from interviews with citizens in three (UK, Germany, & Italy) out of the seven G7 countries (US, France, Japan, Canada, UK, Germany, & Italy).

With a well-defined search problem, which is to review the literature on the digital technology interventions deployed in the G7 countries in response to the COVID-19 pandemic, a search was conducted on the Web of Science database.

After several iterations of experimenting with search terms starting with TS="((digital intervention OR digital resilience) AND (covid or pandemic))" which yielded an initial 2236 articles, the search string used was TS="((digital intervention OR digital resilience) AND (covid or pandemic) AND ('G7' OR 'Canada' OR 'France' OR 'Germany' OR 'Italy' OR 'Japan' OR 'UK' OR 'U.K.' OR 'United Kingdom' OR 'US' OR 'U.S.' OR 'USA' OR 'United States')). This yielded 425 articles since it explicitly focused on G7 countries. The search was limited to papers published in English, with the type of documents being reviews or articles.

The data from both the literature search and interviews are analysed using the six stages thematic data analysis approach [11]. The results are presented and discussed in the next section.

III. RESULTS AND DISCUSSION

The scope of the 425 articles used for the qualitative analysis of the literature ranges from healthcare sciences, and medical informatics to management, business and social sciences.



Fig. 1: Scope of disciplines covered by the literature

The results (Table I) show that digital technology interventions in the G7 countries during the pandemic helped the citizens build resilience in public and private spheres. These relate more to using digital technologies using mobile phones, tablets, laptops, and apps such as MS Teams, Zoom, WhatsApp, and other teleconferencing systems mainly for work (economic) and education purposes. Equally important was the use of digital technologies for personal life mainly for communication and engagement with family, friends and loved ones.

Another aspect of digital technology interventions in the G7 countries during the pandemic was in helping citizens build resilience around healthcare and wellbeing. The adaptation of digital technologies for healthcare was paramount for the citizens in reducing the psychological and social impacts of the pandemic. These relate more to telemedicine, fitness Apps, online support for mental health and healthcare seeking and delivery during the pandemic.

TABLE I

Overview of the thematic analysis of the literature

| Concepts | Themes | Aggregate Dimensions |
|------------------------------|-----------------------------------|--|
| Telecommuting | Work and Education | |
| Online Learning | Transformation | Digital Resilience in Public and Private Spheres |
| Digital Divide | | |
| Digital Technology Use | Technology and Digital Engagement | |
| Emergency Responses | | |
| Healthcare Delivery | Healthcare System Adaptation | Healthcare and Well-being in the Digital Age |
| Healthcare Seeking Behaviour | | |
| Family Therapy Techniques | Psychological and Social Impacts | |
| Mental Health Challenges | | |

In addition, preliminary interviews were conducted with 18 interview citizens from the UK, Germany and Italy. The findings from the interviews further confirmed the results from the qualitative analysis of the literature. For example, work and personal life were areas of most concern leading to citizens adapting digital technologies to mitigate the effect of the pandemic. For example, in explaining the critical role of digital technologies in surviving the pandemic, a participant said :

".....it was vital for all of us, for our mental health and just for maintaining a sense of normality" (UK #2)

The interview results also revealed that whilst citizens found it easy to use personal digital technologies that was not the case with the digital technology interventions introduced by the government. The adaptation of digital technologies, was, however, not without challenges. For example, some citizens indicated that it took them about 3 – 6 weeks to bounce back or adjust to life using digital technology. Other challenges with the adoption and adaptation of digital technologies included privacy concerns and social-media misinformation. There were, however, some positive outcomes in using technology during the pandemic mainly in terms of upskilling or the acquisition of new digital skills [12]. The responses from the interviews so far show some key skills are required for citizens to build resilience for future pandemics. For example, a participant stated these as “*Digital literacy, adaptability and Self-discipline*” (Germany #1).

The qualitative analysis of the literature revealed several challenges and enabling conditions that influenced citizens' adoption and/or adaptation of digital technologies to mitigate the effect of the pandemic. These enabling and resistance factors include technology-driven factors such as privacy concerns, risk barriers, usage barriers, trust in technology and value beliefs about digital technology interventions [12].

digital technologies can best be leveraged to build resilience for future pandemics. Resilience has implications for well-being, therefore the DigiRES framework posits that citizens' digital technology resilience would have a significant impact on their well-being including physical health, social, psychological, mental, emotional, economic and financial well-being [15].

IV. CONCLUSION

The project investigates how individuals, organisations and institutions adapted digital technologies to cope with the negative effects of the COVID-19 pandemic. The aim is to develop a digital resilience framework for future pandemics based on the lessons learned from the recent pandemic. From the findings that the literature review and initial interviews have produced, the researchers have developed an initial version of the categorisation of problem areas that the digital resilience framework would need to address (e.g. work, education, healthcare and mental health) in terms of technology interventions. This is informed by the qualitative analysis of literature and interviews with citizens in the G7 countries on the lessons learned in using digital technologies during the COVID-19 pandemic leading to the model of the DigiRES framework in Fig. 2.

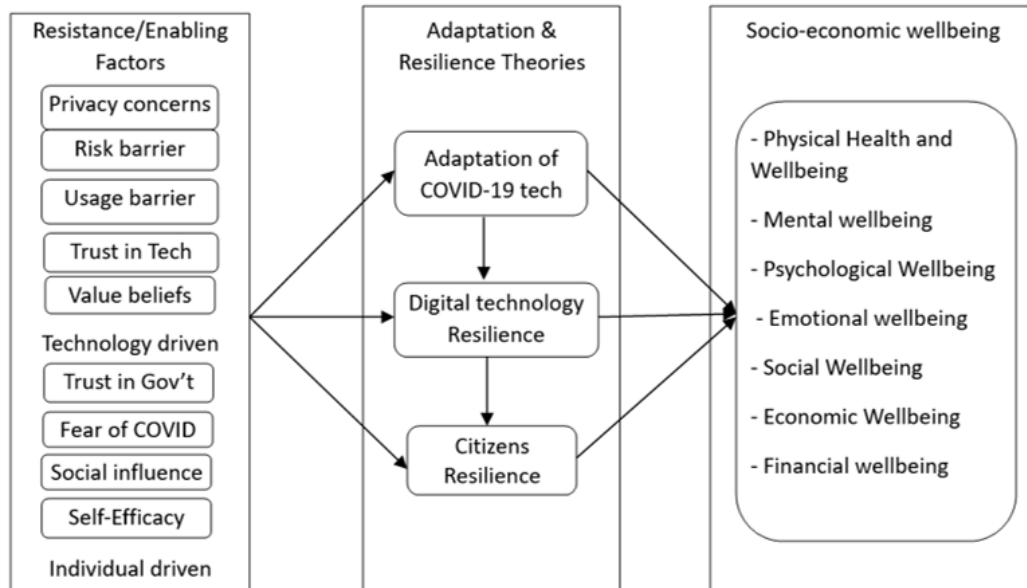


Fig. 2: Initial model of the DigiRES framework

The proposed DigiRES framework posits that both technological and individual-driven factors influence citizens' adaptation of digital technology interventions during the pandemic to build resilience. This has implications for the application of technology adaptation [13] and resilience theories [14] in understanding how

The researchers have engaged with individuals and organisations through interviews conducted in a few G7 countries (UK, Germany, and Italy). The researchers are continuing with interviews across all G7 countries targeting at least 24 participants in each country. This is expected to lead to a refined conceptual model which will

be validated with a large survey of at least one thousand respondents from each country (total of 7000). The plan is to test a series of hypotheses and develop models to predict citizens' intentions to adopt the proposed DigiRES framework in future pandemics. In doing so, the researchers expect to incorporate a cultural dimension into the framework that can help policymakers and organisational decision-makers provide more targeted digital interventions in future emergencies.

A theoretical contribution which has emerged from the research, and which we intend to develop further, consists of a novel pattern of technology adoption/adaptation that takes the context of use into account. From our findings (so far), it has emerged that individuals relate to the same technology (for example, videoconferencing) in different ways depending on whether they are experiencing an emergency (like a pandemic) or ordinary work-life. For example, individuals may lament the continuous use of digital technologies when experiencing a lockdown, but then they may prefer adopting the same technologies more often than not once the emergency is finished. The researchers would like to investigate this theoretical implication further. Given that the researchers relied on the Web of Science database for the literature search and analysis, efforts have since been made to include other databases such as Scopus and PubMed to ensure good coverage and data robustness.

In terms of pathways to impact, among the interviewees, there has been a keen interest by participants working in information technology (IT) roles (e.g., cybersecurity and IT planning officers) who wish to be informed of the research outcomes and the resulting Digital Resilience (DigiRES) framework for future pandemics. We plan to work with these individuals as a way to promote the framework once the project is finished. The researchers also intend to engage with policymakers of different G7 countries (as well as countries outside of the G7) starting from the UK to present our research outcomes and advise on ways to address and deliver digital interventions during crises.

ACKNOWLEDGMENT

The research was funded by *The British Academy* under the Pandemic Preparedness: Lessons to Learn from COVID-19 across the G7 call - PPLtLfCatG723\230013.

REFERENCES

- [1] B. Baum, 2022. "Factbox: What is the G7, who are its members, and what does it do?," Available at: <https://www.reuters.com/world/what-is-g7-who-are-its-members-what-does-it-do-2022-10-11/>, accessed on 12/03/2023.
- [2] M. Izzeldin, Y. G. Muradoğlu, V. Pappas, and S. Sivaprasad, "The impact of Covid-19 on G7 stock markets volatility: Evidence from a ST-HAR model," *International Review of Financial Analysis*, 74, 101671, 2021.
- [3] M. D. Dzandu, "Antecedent, behaviour, and consequence (abc) of deploying the contact tracing app in response to COVID-19: Evidence from Europe," *Technological Forecasting and Social Change*, 187, 122217, 2023.
- [4] Z. Wang, Y. Duan, Y. Jin, and Z. J. Zheng, "Coronavirus disease 2019 (COVID-19) pandemic: how countries should build more resilient health systems for preparedness and response," *Global Health Journal*, 4(4), 139-145, 2020.
- [5] E. R. Park, C. M. Luberto, E. Chad-Friedman, et al., "A Comprehensive Resiliency Framework: Theoretical Model, Treatment, and Evaluation," *Global Advances in Health and Medicine*;10, 2021.
- [6] M. Weller, and T. Anderson, "Digital resilience in higher education," *European Journal of Open, Distance and E-Learning*, 16(1), 53-66, 2013.
- [7] S.Thomas, A. Sagan, J. Larkin, et al. "Strengthening health systems resilience: key concepts and strategies," Copenhagen: *European Observatory on Health Systems and Policies*; PMID: 32716618, 2020.
- [8] A. Wieland and C. F. Durach "Two Perspectives on Supply Chain Resilience," *Journal of Business Logistics*, 42 (3), 315–322, 2021.
- [9] A. Pinkwart, G. Schingen, A. T. Pannes, and D. Schlotböller, "Improving Resilience in Times of Multiple Crisis: Commentary from a German Economic Policy Point of View. Schmalenbach," *Journal of Business Research*, 74(4), 763-786, 2022.
- [10] UKCIS Digital Resilience Working Group (2024) What is digital resilience?, Available at: <https://www.drwg.org.uk/>, accessed 13/06/2024.
- [11] V. Braun and V. Clarke, "Using thematic analysis in psychology," *Qualitative Research in Psychology*, 3(2), 77–101, 2006.
- [12] M. D. Dzandu, S. Hatsu, and S. De Cesare "Remote Working and Task Innovativeness—an Integrated Resource Based View and Antecedent-Behaviour-Consequence Perspective". *Information Systems Frontiers*, 1-24, 2023.
- [13] M. R. B. Rubel, D. M. H. Kee, N. N. Rimi, & Y. M. Yusoff "Adapting technology: effect of high-involvement HRM and organisational trust". *Behaviour & Information Technology*, 36(3), 281-293, 2017.
- [14] A. D. Van Breda "A critical review of resilience theory and its relevance for social work," *Social Work*, 54(1), 1–18, 2018.
- [15] P. Limone, and G. A. Toto, "Psychological and emotional effects of digital technology on children in COVID-19 pandemic," *Brain Sciences*, 11(9), 1126, 2021.