

Androniki Kavoura
Teresa Borges-Tiago
Flavio Tiago *Editors*

Strategic Innovative Marketing and Tourism

Current Trends and Future Outlook—
10th ICSIMAT, Ionian Islands, Greece,
2023

OPEN ACCESS

 Springer

Springer Proceedings in Business and Economics

Springer Proceedings in Business and Economics brings the most current research presented at conferences and workshops to a global readership. The series features volumes (in electronic and print formats) of selected contributions from conferences in all areas of economics, business, management, and finance. In addition to an overall evaluation by the publisher of the topical interest, scientific quality, and timeliness of each volume, each contribution is refereed to standards comparable to those of leading journals, resulting in authoritative contributions to the respective fields. Springer's production and distribution infrastructure ensures rapid publication and wide circulation of the latest developments in the most compelling and promising areas of research today.

The editorial development of volumes may be managed using Springer Nature's innovative EquinOCS, a proven online conference proceedings submission, management and review system. This system is designed to ensure an efficient timeline for your publication, making Springer Proceedings in Business and Economics the premier series to publish your workshop or conference volume.

This book series is indexed in SCOPUS.


Androniki Kavoura · Teresa Borges-Tiago ·
Flavio Tiago
Editors


Strategic Innovative Marketing and Tourism

Current Trends and Future Outlook—10th
ICSIMAT, Ionian Islands, Greece, 2023

Editors

Androniki Kavoura 
University of West Attica
Athens, Greece

Teresa Borges-Tiago 
University of the Azores
Ponta Delgada, Portugal

Flavio Tiago 
University of the Azores
Ponta Delgada, Portugal



ISSN 2198-7246 ISSN 2198-7254 (electronic)
Springer Proceedings in Business and Economics
ISBN 978-3-031-51037-3 ISBN 978-3-031-51038-0 (eBook)
<https://doi.org/10.1007/978-3-031-51038-0>

© The Editor(s) (if applicable) and The Author(s) 2024. This book is an open access publication.

Open Access This book is licensed under the terms of the Creative Commons Attribution 4.0 International License (<http://creativecommons.org/licenses/by/4.0/>), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this book are included in the book's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the book's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, expressed or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

This Springer imprint is published by the registered company Springer Nature Switzerland AG
The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

Paper in this product is recyclable.

*This volume and every of our ICSIMAT
COMMUNITY volumes are dedicated to
Prof. Belch, Prof. Buhalis, Prof. Morgan,
Prof. Gretzel, Niki, Diamantis Kitrides, late
Prof. Avlonitis, Prof. Kitchen, Prof. Zotos, the
scientific and organizing committee, the
editors who kindly offered space in their
prestigious journals and all the ICSIMAT
community, which have contributed to our
success. All for one, one for all!*

Preface

Aims and Scope of the Conference

The International Conference on Strategic Innovative Marketing and Tourism (ICSIMAT) 2023 was held from 22 to 26 of September in Zakynthos, Ionian Islands, Greece.

ICSIMAT 2023 provided a timely and interactive international platform for academics, government and industry practitioners in order to discuss and develop new perspectives in the fields of marketing, innovative technologies, tourism, communication, education and management. They were able to discuss and debate current trends and future outlook issues that affect the future direction of marketing and tourism research and practice in a digital and innovative era.

ICSIMAT community includes worldwide well-known scholars, faculty members, doctorate students, researchers and business practitioners who network and exchange research work and inter-institutional co-operations.

ICSIMAT 2023 accepted and hosted 122 original research work, after a double-blinded peer-review process. Seven presentations were part of the established industry session that is organized during ICSIMAT conferences. 25 sessions in total were held in order to advance and contribute to specific research areas in the field of strategic innovative marketing and tourism.

The sessions that were created under ICSIMAT 2023 were:

Session on: **Success Stories from Organizations, Industry and Institutes**

Session Chair: **Yannis Vassiliadis, CEO KYANA, Greece**

Session on: **Consumer Behavior (a)**

Session Chair: **Apostolos Giovanis, University of West Attica, Greece**

Session on: **Media Communication**

Session Chair: **Nikos Grammalidis, Information Technology Institute, Greece**

Session on: **Immersive Technologies**

Session Chair: **Idalia Maldonado Castillo, Escuela Superior de Computo-Instituto Politecnico Nacional, Mexico**

Session on: **Branding Related Issues**

Session Chair: **Pinelopi Athanasopoulou, University of Peloponnese, Greece**

Session on: **Methodological Innovations**

Session Chair: **George Stalidis, International Hellenic University, Greece**

Session on: **Marketing Perspectives on Turbulent Times**

Session Chairs: **Eirini Papadaki and Alexandros Apostolakis, Tourism and Entrepreneurship Laboratory, Hellenic Mediterranean University, Greece**

Session on: **Innovative Culture and Tourism Related Issues**

Session Chair: **Sofia Gkarane, University of Macedonia, Greece**

Session on: **Sustainability Issues and the Role of Not for Profit Organizations**

Session Chair: **Katerina Kabassi, Ionian University, Greece**

Session on: **Human Resources in the Post COVID-19 Era**

Session Chair: **Teresa Borges-Tiago, University of the Azores, Portugal**

Session on: **Policy and Strategic Issues in Culture, Marketing and Tourism**

Session Chair: **Joselia Fonseca, University of the Azores, Portugal**

Session on: **Enogastronomic (Food and Wine) Consumer Issues in Marketing and Tourism (b)**

Session Chair: **Aikaterini Stavrianea, National and Kapodistrian University of Athens, Greece**

Session on: **Higher Education Management-Social Skills and Competences**

Session Chair: **Sofia Asonitou, University of West Attica, Greece**

Session on: **Regenerative Tourism**

Session Chair: **Michele Thornton, University of New York at Oswego, USA**

Session on: **Related ICSIMAT Topics**

Session Chair: **Anna Barwińska-Małajowicz, University of Rzeszow, Poland**

Session on: **Consumer Behavior and Social Media (c)**

Session Chair: **Maria Vrasida, Deree, the American College**

Session on: **Consumer Behavior (c)**

Session Chair: **Prokopis Theodoridis, Hellenic Open University, Greece**

Session on: **(Social) Entrepreneurship, (Social) Management Financial Issues**

Session Chair: **Mihaela Gotea, Transilvania University of Brasov, Romania**

Session on: **Consumer Behavior and Social (Media) Networking (d)**

Session Chairs: **Aspasia Vlachvei, University of Western Macedonia, Greece and Ourania Notta, International Hellenic University, Greece**

Session on: **Internal Control and Transparency**

Session Chair: **Petros Kalantonis, University of West Attica, Greece**

Session on: **Alternative Forms of Tourism**

Session Chair: **Victor Briciu, Transilvania University of Brasov, Romania**

Session on: **Health Issues in Management, Tourism, Marketing**

Session Chair: **Efstathios Kefallonitis, University College London (UCL), UK**

Hybrid Session

Session Chair: Sonia Avelar, University of the Azores, Portugal

Exclusive Meeting Space

Session Chair: Androniki Kavoura, University of West Attica, Greece

Hybrid Session

Session Chair: Arabela Briciu, Transilvania University of Braşov, Romania

Topics Related to ICSIMAT

Marketing, Social Media Marketing, e-Branding and Brand Experience Management, Digital marketing, Marketing Analytics, Marketing Research, Services Marketing, Integrated Marketing Communications, Consumer Behavior, New Product Design and Development, Sports Marketing, B2B and B2C Marketing, Pricing Strategies, Art and Cultural Marketing, Mobile Services, Gaming, Gamification and Augmented Reality, Location-based Services, Internet-of-Things, Heritage and Museum Management in the Digital Era, Cross-cultural marketing, Tourism and Destination Marketing, Enogastronomic Tourism, Event Tourism, Health Tourism, Transport Industry Marketing, Social Media, Experiential and Sensory Marketing, Customer Relationship Management and Social CRM, Collaborative Marketing, Safety Marketing, Economics of Business Strategy, Accounting Marketing, Global Business, Marketing Finance, Healthcare Management, Accounting Education, Skills and Competences, Higher Education, Retail Marketing, Sales Management, Public Relations and Crisis Management, E-commerce, Marketing Strategy, Sectoral Marketing, Safety Management and Marketing, Entrepreneurship.

Aigaleo, Greece
Ponta Delgada, Portugal
Ponta Delgada, Portugal

Androniki Kavoura
Teresa Borges-Tiago
Flavio Tiago

Acknowledgments

We would like to thank all members that participated in any way in the ICSIMAT 2023 and especially:

- The famous publication house SPRINGER for their communication sponsorship.
- The co-organizing universities and institutes for their support and development of a high-quality conference at scientific level and profile.
- The members of the scientific committee that honored the conference with their online presence and provided a significant contribution to the review of papers as well as for their indications for the improvement of the conference.
- All members of the organizing committee for their help, support and spirited participation before, during and after the virtual conference.
- The session organizers for their willingness to organize sessions of high importance and for their editorial work, contributing in the development of valued services to the conference.
- The Municipality of Zakynthos and all stakeholders who greatly contributed to the organization of this mega event.

Conference Details

Chairs of the Edited Volume

Androniki Kavoura, University of West Attica, Greece
Teresa Borges-Tiago, University of the Azores, Portugal
Flavio Tiago, University of the Azores, Portugal

International Advisory Board

Prof. Buhalis D., Bournemouth University, UK
Prof. Belch M., San Diego State University, USA
Prof. Belch G., San Diego State University, USA
Prof. Kitchen P., ESC Rennes School of Business, France
Prof. Zotos G., Cyprus University of Technology, Cyprus
Prof. Dibb S., The Open University, UK
Prof. Bhattacharya C. B., University of Pittsburgh, USA

Scientific Committee

Russell Belk, York University, Canada
Radoslaw Pyrek, University of Rzeszow, Poland
Ryszard Kata, University of Rzeszow, Poland
Chris Cooper, Oxford Brookes University, UK
Annette Pritchard, Cardiff Metropolitan University, UK
Giacomo Del Chiappa, University of Sassari, Italy
Nigel Morgan, Cardiff Metropolitan University, UK
Teresa Borges Tiago, University of Azores, Portugal

Flavio Tiago, University of Azores, Portugal
Stylianos Papathanassopoulos, National and Kapodistrian University of Athens, Greece
Ioannis Rizomyliotis, University of West Attica, Greece
Sofia Asonitou, University of West Attica, Greece
Deniz Zeren, Cukurova University, Turkey
Michel Delorme, Laurentian University, Canada
Spyros Nomicos, University of West Attica, Greece
Katerina Stavrianea, National and Kapodistrian University of Athens, Greece
Chris Vassiliadis, University of Macedonia, Greece
Nilüfer Gokdagli, Istinye University, Turkey
Goetz Greve, Hamburg School of Business Administration, Germany
Peter Yannopoulos, Brock University, Canada
Sharyn Rundle Thiele, Griffith University, Australia
Nick Marinescu, Transilvania University of Brasov, Romania
Monika Jedynak, Jagiellonian University Krakow, Poland
Efthymios Constantinides, University of Twente, The Netherlands
Christos Sarmaniotis, International Hellenic University, Thessaloniki, Greece
Efsthios Kefallonitis, United Airlines World Corporate Headquarters, WHQ
Aspasia Vlachvei, University of Western Macedonia, Greece
Stephen Havlovic, Laurentian University, Canada
Stanislav Ivanov, Varna University, Bulgaria
Ourania Notta, International Hellenic University, Greece
Leszek Koziol, Malopolska School of Economics, Tarnow, Poland
Charalambos Yakinthos, Merchant Marine Academy of Macedonia, Greece
Marianna Sigala, University of Piraeus, Greece
Panagiotis Trivellas, Agricultural University of Athens, Greece
Yiorgos A. Bakamitsos, Stetson University, USA
Can Seng Ooi, University of Tasmania, Australia
Alzbeta Kiralova, University of Business in Prague, Czech Republic
Axel Schlich, University of Applied Sciences, Fachhochschule Koblenz, Germany
Renata Tomljenović, Institute for Tourism, Croatia
Diren Bulut, Istanbul University, Turkey
Tijana Rakić, University of Brighton, UK
Vanessa Ratten, La Trobe University, Australia
Maro Vlachopoulou, University of Macedonia, Greece
Christos Vassiliadis, University of Macedonia, Greece
Ana Pereira-Roders, Eindhoven University, Netherlands
Ram Herstein, Jerusalem Academic Center, Israel
Kir Kuščer, University of Ljubljana, Slovenia
Perry Hobson, Taylor's University, Malaysia
Petros Kostagiolas, Ionian University, Greece
Marina-Selini Katsaiti, United Arab Emirates University, UAE
Klimis Ntalianis, University of West Attica, Greece
Emel Yarimoglu, Yasar University Izmir, Turkey

Eda Yasa Ozelturkay, Cag University, Turkey
Dorin Coita, University of Oradea, Romania
Andreas Masouras, University of Neapolis, Cyprus
Evgenia Bitsani, University of Peloponnese, Greece
Petros Kostagiolas, Ionian University, Greece
Charilaos Lavranos, Ionian University, Greece
George Pierrakos, University of West Attica, Greece
Panagiota Argyri, Ambassador Scientix3, Community of Science Education in Europe
Apostolos Giovanis, University of West Attica, Greece
Jean-Éric Pelet, ESCE Business School, Paris, France
Stella Sylaiou, International Hellenic University, Greece
Vasiliki Vrana, International Hellenic University, Greece
Lee Li, York University, Canada
Sotiriadis Marios, University of South Africa, South Africa
Ulrike Gretzel, University of Southern California, USA
Irine (Eirini) Kamenidou, International Hellenic University, Greece
Ifigeneia Mylona, International Hellenic University, Greece
Evangelos Christou, International Hellenic University, Greece
Panagiotis Kaldis, University of West Attica, Greece
Sandra Faria Dias, Universidade dos Acores, Portugal
Maya Ivanova, Varna University, Bulgaria
Flavio Tiago, Universidade dos Acores, Portugal
John Tsalikis, Florida International University, USA
Irene Tilikidou, International Hellenic University, Greece
Iordanis Kotzaivazoglou, International Hellenic University, Greece
Paraskevas Argouslidis, Athens University of Economics and Business, Greece
Natalya Totskaya, Laurentian University, Canada
Rana Haq, Laurentian University, Canada
Jorge Virchez, Laurentian University, Canada
Patricia Orozco, Laurentian University, Canada
Moustapha Soumahoro, Laurentian University, Canada
Dionysis Skarmas, Athens University of Economics and Business, Greece
Carlos Costa, University of Aveiro, Portugal
Michele Thornton, State University of New York at Oswego, USA
Gokce Ozdemir, Yasar University, Turkey
Dimitrios Belias, University of Thessaly, Greece
Anastasios E. Politis, University of West Attica, Greece
Andreas Chatzidakis, Royal Holloway, University of London, UK
Ashraf Darwish, Helwan University, Egypt, Scientific Research Group in Egypt (SRGE)
Abo Ella Hassanien, Cairo University, Egypt, Scientific Research Group in Egypt (SRGE)
Charalampos A. Tziogas, Aristotle University of Thessaloniki, Greece

Naoum K. Tsolakis, Centre for International Manufacturing, University of Cambridge, UK

Andreas Papatheodorou, University of the Aegean, Greece

Sotirios Varelas, University of Piraeus, Greece

Prodromos Yannnas, University of West Attica, Greece

Eirini Samanta, University of West Attica, Greece

Prokopis K. Theodoridis, University of Patras, Greece

Antigone G. Kyrousi, Deree—The American College of Greece

Jashim Khan, University of Surrey, UK

Konstantinos Fouskas, University of Macedonia, Greece

Manuela Guerreiro, University of Algarve, Portugal

Meng Tao, Dongbei University of Economics and Finance, Dalian China on the scientific committee

Athanasios Koustelios, University of Thessaly, Greece

Labros Sdrolas, University of Thessaly, Greece

Manthos Delis, Montpellier Research in Management, France

Olga Tsakirides, National Center for Social Research, Greece

Margarita Kefalaki, Hellenic Open University, Greece

Jose Vargas Hernandez, Universidad de Guadalajara

Sofia Asonitou, University of West Attica, Greece

Victor-Alexandru Briciu, Transilvania University of Brasov, Romania

Arabela Briciu, Transilvania University of Brasov, Romania

Dimitrios Stavroulakis, University of West Attica, Greece

Florin Nechita, Transilvania University of Brasov, Romania

Felicia Constantin, University of Oradea, Romania

Alexandros Sahinidis, University of West Attica, Greece

Ioannis Paliokas, Centre for Research and Technology Hellas, Greece

Anestis Fotiadis, College of Communication and Media Sciences, Zayed University, UAE

John Filos, Professor, Panteion University, Greece

Nancy Papalexandris, Athens University of Economics and Business, Greece

Alexios-Patapios Kontis, University of the Aegean, Greece

Barry A. Friedman, State University of New York at Oswego, USA

Dionysia Frangou, University of West Attica, Athens, Greece

Maria Tsirintani, University of West Attica, Greece

Asli D. A. Tasci, UCF Rosen College of Hospitality Management, USA

Suniti Bandaranaike, James Cook University, Singapore

Pinelopi Athanasopoulou, University of West Attica, Greece

Cevser Kinar, Necmettin Erbakan University, Selcuklu/ Konya, Turkey

Dorothea Papathanasiou-Zuhrt, Hellenic Open University, Greece

Aldo Di Russo, Artifactory, Italy

Irini Vlasi, Neapolis University, Pafos, Cyprus

Anna Florek-Paszkowska, Pontificia Universidad Catolica del Peru, Lima, Peru

Alex Llaque Sánchez, Pontificia Universidad Catolica del Peru, Lima, Peru

Eirini Papadaki, Hellenic Mediterranean University, Greece

Maria Salamoura, University of the Aegean, Greece
Evi Dekoulou, Aristotle University, Greece
Maria Poli, University of West Attica, Greece
Zilmiyah Kamble, James Cook University Singapore
Sofia Gkarane, University of Macedonia, Greece
Anna Barwińska Małajowicz, University of Rzeszow, Poland
Dimitrios Drosos, University of West Attica, Greece
Ayoub Abbaci, Ecole Nationale Polytechnique d'Alger, Africa
Maria Kontochristou, Hellenic Open University, Greece
Konstantinos Fouskas, University of Macedonia, Greece
Spyridon Mamalis, International Hellenic University, Greece
Agisilaos Konidaris, Ionian University, Greece
Nikolaos Sykianakis, University of West Attica, Greece
Miltiadis Chalikias, University of West Attica, Greece
Kostas Assimakopoulos, International University of Greece, Greece
Katerina Kabassi, Ionian University, Greece

Organizing Committee

Scientific Research Committee, University of West Attica, Greece
Kleoniki Kyriakidou, Aristotle University, Greece
Athina Mountzouri, University of West Attica Greece
Sofia Kritikou, Politecnico di Milano, Italy
Radoslaw Pyrek, University of Rzeszow, Poland
Dina Dimitrantzou, University of West Attica, Greece
Ariadni Stamataki, Department of Business Administration, University of West Attica, Athens, Greece
Georgios Karabetsos, Head of Department of E-Commerce control, DIMEA, Greek Ministry of Development, Athens, Greece

Invited Speakers

Enlightening the Brand Building-Audience Response Link

Prof. Cleopatra Veloutsou, University of Glasgow, Scotland

The Puzzle of Aging

Dr. Liz Mestheneos, A Founder and Board Member of the NGO “50+ Hellas,” Past President of AGE-Platform Europe

Contents

Generation Z Gender Differences in Barriers to Engage in Entomophagy: Implications for the Tourism Industry	1
Stergios Gkitsas, Irene Kamenidou, Spyridon Mamalis, Ifigeneia Mylona, Stavros Pavlidis, and Aikaterini Stavrianea	
“In Search of an ‘I’ and a ‘We’ in ‘Team’”: A Group-Analytic Tool for Teaching Teamwork	9
Stamatina Katsiveli	
Capturing Destination’s Cognitive and Affective Image on Social Media. The Case of Pafos, Cyprus	19
Eirini Vlassi, Georgios A. Deirmentzoglou, and Evangelia Irakleidi	
Cultural Heritage Management and Strategic Planning: The New Museum of the Acropolis and the Prehistoric Settlement of Akrotiri, Santorini, Greece	29
Evangelos Papoulias and Theoklis-Petros Zounis	
Island Hopping in the Ionian Sea: Exploring the Value of Monumental Olive Trees for Sustainable Tourism	37
Aristotelis Martinis, Charikleia Minotou, Athanasios Botonis, and Katerina Kabassi	
Exploring Awareness of Greek Protected Geographical Indication Regional Wines and Their Terroir: The Case of the Prefecture of Drama Greece	47
Spyridon Mamalis, Irene Kamenidou, Aikaterini Karampatea, Elisavet Bouloumpasi, and Adriana Skendi	
Netnographic Study on the Adoption of Inbound Marketing by E-Commerce Platforms in Algeria	57
Hanane Meslem and Ayoub Abbaci	

Regenerative Tourism and Mental Health: The Clean Wave Foundation, Costa Rica	65
Michele Thornton, Marty Bhatia, and Carin Silkaitis	
Wine Tourism: A Complex Tangible, Intangible and Experiential Marketing Matrix	75
Maria Vrasida	
Teaching Professional Communication: A Practical Approach	83
Katerina Nikolopoulou and Georgia-Zozeta Miliopoulou	
Promotion of Digital News Media: How Age Contributes to Readers' Preferences	91
Aikaterini Stavrianea, Irene Kamenidou, Athanasios Papatanasopoulos, Marianna Krassanaki, and Spyridon Mamalis	
Exploring Determinants Regarding Visit and Revisit Intentions Considering Greece as a Medical Tourism Destination	101
Sofia Anastasiadou and Andreas Masouras	
Characteristics of Romanian Travel Bloggers and Generated Content During COVID-19	111
Victor-Alexandru Briciu, Arabela Briciu, Maria Cristina Bularca, and Georgiana Dogaru	
Psychometric Testing Procedures for Attitudes Toward Reproductive Tourism and Cross Border Reproductive Care (ATCBRC)	121
Sofia Anastasiadou	
The Effects of Memorable Tourism Experiences Dimensions on Revisit Intentions	131
Aikaterini Stavrianea	
Health Tourism in Greece: The Fertility Center in Crete	141
Pinelopi Athanasopoulou, Apostolos N. Giovanis, and Krinanthi Gdonteli	
Greek Consumers' Perceptions of Traceability in the Food Supply Chain	147
Ioannis Nanos, Iordanis Kotzaivazoglou, Eugenia Papaioannou, Costas Assimakopoulos, and Garyfallos Frigidis	
Digital Literacy Education and Cyberbullying Combat: Scope and Perspectives	157
Josélia Fonseca and Teresa Borges-Tiago	

History, Management and Development of Infrastructures in the Port of Piraeus in Greece	165
Eleni Biniori and Maria Tsirintani	
Cultural Tourism and Cultural Heritage Connected with Digital Marketing in Western Macedonia	175
Paraskevi A. Evangelou, Georgia K. Broni, and Ioannis I. Antoniadis	
Job Role Description and Skill Matching in a Rapidly Changing Labor Market Using Knowledge Engineering	185
George Stalidis and Selini Kyriazidou	
Exploring the Impact of Blockchain Technology on Branding in the Luxury Spa Tourism Industry	195
Dorin-Cristian Coita and Diana Teodora Trip	
Digital Heritage Narrative: Principles and Practice. The Case of the UNESCO-Listed Archaeological Site of Philippi, Greece	203
Dorothea Papathanasiou-Zuhrt	
Breaking the Seasonality Barrier in Tourism. A Literature Review of Policies and Strategies	211
Sofia Gkarane and Chris Vassiliadis	
Descriptive Research Approach to Show the Degree of Familiarity of the Tourist-Pilgrim with the Pilgrimage Route “Steps of the Apostle Paul” in the Digital Era	219
Vasileios Dimou, Christos Vassiliadis, Christos Tsironis, and Eirini Tsagkalidou	
Tourism, Leisure Development and Quality of Life for Local People	231
Anna Sobczak	
Human Intelligence and Artificial Intelligence in Professional Translations — Redesigning the Translator Profession	239
Felicia Constantin, Anamaria-Mirabela Pop, and Monica-Ariana Sim	
Contemporary Social Context and New Trends in Hospitality Interior Design. Reference to a Semiotic Reading of the Interaction	249
Anna Efstathiou and Christina Vergopoulou	
Spatial Redesign Examples on Boosting the Identity of a Region Through Tourism Practices	259
Dionysia Fragkou and Ioanna Barkouta	
Social Media Influencers’ Perceptions on Consumers’ Buying Behavior—An Exploratory Study	267
Despina A. Karayanni and Nikolitsa Koutsogiannopoulou	

Human Resources Literature After Covid-19: A Human Versus AI Analysis	277
Sónia Avelar, Flávio Tiago, João Pedro Couto, and Teresa Borges-Tiago	
Exploring the Hospitality of Mount Athos' Monks: Insights from Visitors Impressions	287
Constantinos Kyprianou and Christos Vassiliadis	
Higher Education Students' Necessity to Be Educated About the Concept of Water Footprint	295
Stergios Gkitsas, Spyridon Mamalis, and Irene Eirini Kamenidou	
The Use of Social Media in Higher Education. The Case of Greek Universities	303
Margarita Kefalaki	
Smart Participatory Methodologies for Sustainable Cultural Tourism in Rural Areas	313
Nikos Grammalidis and Athina Grammatikopoulou	
The Changing Consumer Landscape in the Wake of COVID-19 in Greece: Trends, Insights and Implications	323
Prokopis K. Theodoridis	
Exploring the Limits of Cultural Tourism: The Convergence of Applied and Visual Arts as an Educational Tool for Activating Inactive Sites of Cultural Interest	333
Martha Loukia and Myrsini Vounatsou	
The Effect of Political Marketing on the Electoral Behavior of Greek Voters	343
Harry Sophocleous, Sofia Anastasiadou, Andreas Masouras, and Sotiris Apostolopoulos	
Factors Affecting Pay TV Consumption: An Exploratory Study in Greece	351
Panagiotis Striligkas	
Tourism Agents in Greece Recovering from COVID-19	361
Alexandros Fragkoudis, Vasiliki Vrana, George Karavasilis, and Evangelos Kehris	
Social Media Use for Covid-19 Related Information: Generation X, Y and Z Differences	371
Ifigeneia Mylona, Dimitrios Amanatidis, Georgia Gioltzidou, Aikaterini Stavrianea, Irene (Eirini) Kamenidou, and Spyridon Mamalis	

Exploring Gender Differences: The Relationship Between Personality and Teleworking Preferences	381
Panagiota Xanthopoulou, Christina Patitsa, Panagiotis Tsaknis, Kyriaki Sotiropoulou, Venetia Giannakouli, Alexandros Sahinidis, and Eleni C. Gkika	
Artificial Intelligence's Revolutionary Role in Search Engine Optimization	391
Christos Ziakis and Maro Vlachopoulou	
Tourism Industry's Synergies with Cultural and Creative Industries as Marketing Tools: The Case Study of Film-Induced Tourism in Greece	401
Eirini Papadaki	
Online Marketing Strategies Used in the Promotion of Dietary Supplements in Romania	411
Arabela Briciu, Victor-Alexandru Briciu, Claudiu Vasile Cogan, and Ana-Maria Gulpe	
Which Brand's Posts Drive Customer Engagement? Evidence from Greek Wine Brands' Posts	421
Aspasia Vlachvei and Ourania Notta	
Motives and Perceptions of Greek Voters in National Elections of 2023	431
Harry Sophocleous, Sofia Anastasiadou, Andreas Masouras, and Sotiris Apostolopoulos	
Views and Motivations of Members of Dance Groups During Their Participation in Traditional Dance Tourist Events	441
Adamantia Sgoura, Alexios Patapios Kontis, and Dimitrios Stergiou	
The Influence of Social Media Marketing on Consumer Behavior: Evidence from the Greek Market	449
Stavros Migkos, Androniki Katarachia, Ioannis Antoniadis, and Vaggelis Saprikis	
How Data Mining is Used in Social Media. Key Performance Indicators' Impact on Image Post Data Characteristics for Maximum User Engagement	459
Dimitris C. Gkikas and Prokopis K. Theodoridis	
Work Integration Social Enterprises (WISEs) in Public Sector	469
Vasilis I. Chronopoulos, Anastasios Sepetis, and George Pierrakos	
Domestic Tourism Preferences of Polish Tourist Services' Market in Light of Contemporary Socio-economic Challenges	479
Ewa Chomać-Pierzecka and Jacek Stasiak	

The Evaluation Process in the Greek Public Sector in Its Restructuring (Law 4940/2022)	489
Panagiotis Passas and Dimitrios Stranis	
Corporate Boards and Gender Quotas: A Review of Literature	497
Dimitra Kavalieraki-Foka, Sofia Asonitou, Chara Kottara, Fragiskos Gonidakis, and George Giannopoulos	
Evaluation of University Students' Satisfaction from e-Learning During the COVID Pandemic: A Multi-criteria Approach	505
Stamatios Ntanos, Dimitrios Drosos, Eleni C. Gkika, Antonios Kargas, and Faidon Komisopoulos	
Medical Tourism with Emphasis on Tourism for People with Disabilities in Greece	513
Maria Rapti, Anastasios Sepetis, and George Pierrakos	
Business Education in Incubators and Its Impact on Start-Ups	523
Faidon Komisopoulos, Stamatios Ntanos, Antonios Kargas, Eleni C. Gkika, and Dimitrios Drosos	
Amateur Athletes and Adoption of Smartwatches. Perceptions of Usage, Ease of Use and the Role of Virtual Community Emersion	531
Eleni C. Gkika, Faidon Komisopoulos, Stamatios Ntanos, Dimitrios Drosos, and Antonios Kargas	
The Creation of a Language Teaching Organisation (LTO): The Case of NSPLlab Under the Spectrum of Strategic Marketing	541
Nektarios S. Pavlou	
Reaching Organization Productivity and Innovation Through Customer Satisfaction: The Case Study of Greek Mobile Market	551
Antonios Kargas, Eleni C. Gkika, Faidon Komisopoulos, Stamatios Ntanos, and Dimitrios Drosos	
Examination of Individual Preferences for Safety and Security in Airports. A Choice Modelling Experiment	561
Varvara Messaritaki, Dimitris Stergiou, Alexandros Apostolakis, and Shabbar Jaffry	
The Contribution of Education to the Creation of Tax Awareness and Compliance	571
Fragiskos K. Gonidakis, Sofia Asonitou, Chara Kottara, Dimitra Kavalieraki-Foka, and Efstathia Gkotsina	
Social Problems and Innovative Solutions: Social Entrepreneurship in Brasov County, Romania	585
Mihaela Gotea	

A Multi-criteria Analysis Method for the Evaluation of University Students' Satisfaction	595
Dimitrios Drosos, Eleni C. Gkika, Antonios Kargas, Faidon Komisopoulos, and Stamatios Ntanos	
Art Infusion to Increase Perceptions of Luxury: How Global Brands Leverage on Acculturation to Global Consumer Culture	605
Eirini Koronaki, Hernan Miranda Jaimes, Aspasia Vlachvei, and Anastasios Panopoulos	
Sustainable Cultural Routes: A Literature Review of Key Fundamental Aspects	611
Maria Zouridaki, Alexandros Apostolakis, Shabbar Jaffry, and Markos Kourgiantakis	
Development of Innovative Applications Through the Exploitation of Landmarks for the Promotion of Ancient Greek Technology Exhibits	621
Konstantinos Kotsopoulos, Konstantinos G. Kotsanas, Georgios Bellos, Panagiotis Kotsanas, Dimitrios Tsolis, Spiridon Likothanassis, and George Pavlidis	
Communicating Corporate Social Responsibility in an Era of Disruption—A Study of Greek Companies Participating in Corporate Responsibility Index (CRI)	631
Panagiota Xanthopoulou, Androniki Kavoura, Alexandros Sahinidis, and Ioannis Antoniadis	
A Comprehensive Marketing and Diffusion Strategy Protocol for Marine Life Protection, Restoration and Conservation; the Case of Endangered <i>Pinna Nobilis</i>	641
Dimitris C. Gkikas, Marios C. Gkikas, and John A. Theodorou	
Boosting Multilingualism of Websites in Digital Cultural Heritage with Chat Generative Pre-training Transformer (ChatGPT) in Accredited Museums, Romania	651
Felicia Constantin and Androniki Kavoura	
The Dilemma of Food: Taste or Healthy Choices?	661
Carlos Farinha, Sónia Avelar, Almeida Tiago, and Maria Teresa Borges-Tiago	
The UNESCO Experiential Digital Heritage Narrative in the Black Sea Basin	671
Aldo Di Russo and Dorothea Papathanasiou-Zuhrt	

How User Engagement Mediates the Effect of Social Media Marketing Efforts on Brand Loyalty of Green Products. The Role of Green Brand Bullying	679
Ioannis Rizomyliotis, Apostolos Giovanis, and Kleopatra Konstantoulaki	
Investigation of Tourists' Satisfaction from the Furniture Equipment and Decoration of Hotels in Greece	687
Ioannis Papadopoulos, Grigorios Mamalis, and Marios Trigkas	
Management Optimization of Crop Storage Processes Using Vision Techniques	697
Katarzyna Szwedziak, Beata Detyna, Petr Doležal, and Androniki Kavoura	
Characteristics of Romanian Online Recruitment Websites and Students' Use	705
Andreea Claudia Mardache and Melisa Florina Balasescu	
Performance, Activism and Citizenship: The Experimental Theatre of Thrace, Greece	715
Thanos Vovolis	
Using Social Media as a Marketing Tool in Sport Tourism Firms	723
Krinanthi Gdonteli, Pinelopi Athanasopoulou, and Nikos Papaiakevou	
Inclusion and Sensory Accessibility in Hotels and Its Importance for Branding	731
Despoina Saltouridou and Ioannis Poullos	
The Evolution of Subscription Services in Greece: From Satellite TV to Over-The-Top (OTT) Streaming Models	739
Athanasios Papathanasopoulos and Aikaterini Stavrianea	
Learning Statistics Using Specialized Software Applications	749
Dimitrios Kallivokas	
Adapting Constructivist Grounded Theory in the Design of Extended Reality Applications: A Novel Approach to Enhance Cultural Tourism and Actual Visits to the Fortification Architecture of Aitolokarnania, Greece	757
Konstantinos Kotsopoulos, Dimitrios Tsois, Nikolaos Papastamatiou, Spiridon Likothanassis, and George Pavlidis	
Fundraising and Social Marketing in the Non-governmental Organizations	767
Diana Cristina Bódi	

Metaverse and Education for Sustainable Global Citizenship: Ethical Paradoxes	777
Josélia Fonseca and Teresa Borges-Tiago	
The Impact of Board Diversity on Firms' Performance: The Case of Retail Industry in Europe	787
Marios Sotiropoulos, Michalis Skordoulis, Petros Kalantonis, and Aristidis Papagrigoriou	
Cruise Passengers' Expenditures in Relation to Satisfaction Levels in a Mediterranean Port of Call	797
Spyros Polykalas, Aggeliki Sgora, and Agisilaos Konidaris	
Wine Tourism in Montenegro in the Post-COVID-19 Era	807
Valentina Stankovic, Nikolaos Trihas, and Irini Dimou	
Artists and the University Heritage: The Case of the Athens University History Museum and the Exhibition "Opy Zouni: In First Person"	817
Evangelos Papoulias and Theoklis-Petros Zounis	
Exploring the Motivation to Follow Small Brands on Social Media	827
Maria Grigoriadou and Agisilaos Konidaris	
Centralization of Information to Understand the Consumer Within the Restaurant Sector	837
Idalia Maldonado Castillo, Fabiola Yahel Martínez Ortiz, and Jessie Paulina Guzmán Flores	
Web Application Prototype for Tourist Travel in the State of Querétaro, México	845
Jorge Ferrer Tenorio, Idalia Maldonado Castillo, and Jessie Paulina Guzmán Flores	
Factors Influencing the Use of Digital Marketing by Telemedicine Services	855
Papadaki Zafeiria, Sofia Anastasiadou, Andreas Masouras, and Stylianos Papalexandris	
Attributes of Effective Online Promotion Strategies: Case Study of European Universities	863
Maria-Cristina Bularca, Claudiu Coman, Florin Nechita, and Victor-Alexandru Briciu	
Students' Perception About the Role of Universities' Online Informal Communication Platforms in Improving the Connections Between Students and Institutions	873
Claudiu Coman, Andreea Guta, and Maria-Cristina Bularca	

Sustainability Through Local Gastronomy: The Case of Wild Rabbit's Consumption in Lemnos Island, Greece	883
Georgios K. Vasios, Maria Gialeli, Ioannis Antoniadis, and Andreas Y. Troumbis	
Automatic Generation of Restaurant Reviews Using Natural Language Processing	893
Idalia Maldonado Castillo, Ignacio Adrián Aguirre Miranda, and Alexis Olvera Mendoza	
The Challenges of Sustainability Assessment Tools in (Tourism) Higher Education	903
Irini Dimou and Maria Xenaki	
Factors Influencing the Acceptance of Blockchain Technology in the Tourism Industry	913
Dimitra Christou, Ioannis Antoniadis, and Vaggelis Saprikis	
Attitudes and Perceptions of Messenia's Residents on the Impacts Caused by Alternative Forms of Tourism	923
Ioanna Anagnostopoulou, Krinanthi Gdonteli, and Pinelopi Athanasopoulou	
Public Organizations' Social Responsibility and Its Impact on Citizens' Trust in Public Administration	931
Panagiota Xanthopoulou, Alexandros Sahinidis, Jakub Horák, Ioannis Antoniadis, and Maria Panagopoulou	
Guests' Perceptions of Smart Technology Security and Privacy: The Case of Hotels in Athens Metropolitan Area	939
Konstantinos Katartis, Michalis Skordoulis, Dionysia Panagopoulou, Miltiadis Chalikias, Georgios Sidiropoulos, and Stamatios Ntanos	
Consumption of Greek Political Messages: A Qualitative Approach of the Case of the Greek Political Market	947
Harry Sophocleous, Andreas Masouras, Sofia Anastasiadou, and Sotiris Apostolopoulos	
The Role of Corporate Social Responsibility Policies in Companies in Greece in the Recruitment of Young Talented Employees	957
Maria Panagopoulou, Panagiota Xanthopoulou, and Alexandros Sahinidis	
Enhancement of Social and Teamwork Skills Through Blended Learning Methodology in Accounting Studies	967
Chara Kottara, Sofia Asonitou, Mary Maurice Nalwoga Mukokoma, Fragkiskos Gonidakis, and Dimitra Kavalieraki-Foka	

The Impact of Covid-19 Pandemic in Financial Performance of Firms Listed in the Athens Stock Exchange	977
Olga Diamanti, Christos Tzovas, and Nicos Sykianakis	
The Effect of Internal Audit on Universities' Reliability and Performance	987
Aggelia Xanthopoulou, Michalis Skordoulis, Panagiotis Arsenos, and Petros Kalantonis	
From an Integrated Tourism Model to a Place Branding Strategy. Perspectives of Mediterranean Tourism Experts	995
Theodora Papatheochari, Antonia Koutsopoulou, Pelagia Moloni, and Spyros Niavis	
Workers' Competencies in the Context of Industry 4.0. The Case of Poland	1005
Anna Barwińska-Małajowicz and Radosław Pyrek	
An Onboard Tourist Experience Over the Sunken City of Epidaurus, Greece	1015
Eleni Banou, Ioanna Antoniou-Kritikou, Efthymia Akrivopoulou, Constandina Economou, Akrivi Katifori, Yannis Ioannidis, Katerina Servi, and Myrto Koukouli	
An Empirical Study on How Grit and Work Values Affect Generation's Z Entrepreneurial Intention	1025
Antonios Kargas, Panagiotis A. Tsaknis, Christina D. Patitsa, Eleni C. Gkika, and Alexandros G. Sahinidis	
The Czech Republic and Non-governmental Non-profit Organizations After the Impact of the COVID-19 Crisis	1035
Marcela Gottlichova	

Digital Heritage Narrative: Principles and Practice. The Case of the UNESCO-Listed Archaeological Site of Philippi, Greece



Dorothea Papathanasiou-Zuhrt

Abstract With stories being fundamental to human nature, digital storytelling is the ideal space to incorporate the most diverse media in support of the stories. Under the umbrella of the EU funded project BSB/831/HERiPRENEURSHIP “Establishing long-lasting partnerships to upgrade heritage-based offers and create new investment opportunities in tourism and the cultural and creative industries”, a new digital storytelling pattern has been introduced for the UNESCO-listed archaeological site of Philippi, Greece. The main aim is to elicit cognitive-emotional experiences at places of cultural significance by effectively communicating cultural values to non-captive audiences. A multimedia eBook, Birthplace of the Empire, strives to weave a cohesive digital cultural heritage narrative for non-captive audiences focusing on the cognitive-emotional aspect and by exploiting the powers of the Cultural and Creative Industries to support interactivity with e-readers and onsite visitors. We argue that (a) by relying on the socio-historical content to deliver the sense of the place, (b) by creating the unexpected art momentum in the digital form, and (c) by managing cognitive loads to facilitate perception and understanding, a new digital artwork is created, where the audience is inspired to engage in critical thinking and replace gazing with participatory practices in the cultural space. The provision of novelty, variation, surprise, and exploration ensures allows a multicultural and multigenerational audience to discover site values and assuming different hero roles within the realm of Graeco-Roman and Christian Philippi.

Keywords Digital storytelling · Sense of place · Human cognitive architecture

D. Papathanasiou-Zuhrt (✉)

Open University of Cyprus, Yannou Kranidioti 33, 2020 Latsia, Cyprus

e-mail: dorothea.papathanasiou@ouc.ac.cy

© The Author(s) 2024

A. Kavoura et al. (eds.), *Strategic Innovative Marketing and Tourism*, Springer

Proceedings in Business and Economics, https://doi.org/10.1007/978-3-031-51038-0_23

1 Introduction

Storytelling, the tool for the promotion of learning since ancient times and nowadays technology-supported, offers a learning in disguise practice, when it achieves to create a transformative experience [1, 2, 3: 2, 4: 86–87]. This experiment follows Dewey's definition: "experience is the result, the sign, and the reward of that interaction of organism and environment which, when it is carried to the full, is a transformation of interaction into participation and communication" [5: 22]. Consequently, if an experience is not transformative, then is not an experience; this is the leading principle for the design of the experiment in question. Even before the COVID-19 pandemic, sites, museums and collections have struggled to promote learning and enjoyment, but not always: while some assets are silent, thus, unable to convey their significance to visitors, some other are mediated to facilitate cognitive and cultural encounters with their audiences [6: 2–3, 7: 2–3, 8: 1]. It is common knowledge there is a rising tendency to increasingly integrate information and access heritage contents by providing various forms of software applications for visitors to use during their visits. However, we argue that (a) many of the applications focus on providing timely information about museum features such as exhibits, demonstrations and services, but not build a ground for a meaningful interaction with the objects, their significance for the audience and their hidden meanings and (b) that the rising tendency to rely on technology to convey cultural information off- and onsite, does not necessarily leads to the acquisition of knowledge and the production of a heritage-driven value chain through shared practices: advanced Information and Communication Technology (ICT) applications (apps, platforms) cannot convey meanings, if void of appealing and appropriate content, and content cannot elucidate the audience if it disregards the human cognitive processes. We further argue that c) the belief the production of digital storytelling is affordable and inexpensive as it only needs the acquisition of software and not special technical and artistic skills, that go beyond the capabilities of the average user, is a widespread fallacy. The design of the eBook *Birthplace of the Empire* follows the argument that the eye is not enough. The idea, writes Kant in the *Kritik der reinen Vernunft*, is a necessary concept of reason to which no adequate object can be given in the senses [9: 81–96]. Therefore, what we concretely see or perceive does not produce ideas but is embedded in pre-existing ideas that frame it and render meaning.

2 Literature Review

The term digital storytelling was coined by Atchley in the 80 s, who began using multimedia and adapted storytelling techniques through film, video, music, and photography [10: 26]. Since then, literature is following a constantly changing knowledge ecosystem [11–15]. High quality multimedia, designed to support the meanings and values of sites, objects and artworks, e.g., the story and not data, require

complex audiovisual technologies,—and consequently related skills—which synthesize different types of digitized objects into meaningful dynamic compositions and integrate the whole into a cultural message. For each intended experience, a database of documents is not only a storage space, but an opportunity to spread knowledge and create culture if it is transformed into a compelling story. While retaining their tangible artifact nature, documents, in graphic design, gain a new life, a new meaning, appear and disappear after a moment. This approach allows for quality results but is directly dependent on the performance of highly skilled professionals operating in the most diverse sectors.

Created in this way, the multimedia-driven story fits its prerogatives in production and distribution objectives containing sustainability carriers to create opportunities for connections with both e-readers and visitors at heritage places. However, despite being extensively utilized it is not structured, neither researched as communication pattern, neither taught in the VET or HED [16: 24–25, 17: 3]. From a technology viewpoint the multimedia supported digital narrative is an indisputable act of progress, however, technological advancements do not ensure the quality of contents, visitor learning and the shared cultural practices. Thus, it is needed to study the iconological potential of cultural significance and repurpose meaning to a new visual and communication paradigm for non-captive audiences.

An improved understanding of heritage is a necessary condition for the sustainability condition, the meaningful engagement of the visitors and the dissemination of heritage values. At the same time while technologies are accessible by the average visitor, there is a dearth in research how the cognitive-emotional experience is generated in the creative industries, how to validate heritage contents and how to design accessible content for non-captive audiences [18, 19]. This paper presents the design of a multimedia eBook as an experimental approach to narrate the UNESCO listed archaeological site of Philippi in Greece, which currently lacks a nodal point for communicating the site values to a multigenerational and multicultural audience.

3 Research Methodology

Under the umbrella of BSB/831/HERiPRENEURSHIP funded by the JOP CBC BS 2014–2020 Program, field research has been conducted in 2021 across 6 UNESCO properties in Greece, Romania, Bulgaria, Moldova, Georgia, and Turkey. In Philippi three different questionnaires have collected data on both the demand and the supply side. Regarding the supply side: (1) A questionnaire examining the supply side issues has been designed to collect the views of 30 digital suppliers operating in tourism and the cultural and creative industries through qualitative interviews; (2) 30 stakeholders from the 3 levels of governance and the civil society have been approached through qualitative interviews. Regarding the demand side a questionnaire has been designed for both in situ and dislocated visitors. 60 visitors at the archaeological site have been approached through qualitative research.

4 Application and Discussion

The results have revealed that while stakeholders and heritage authorities follow the trends of transformations and desire digital storytelling to promote the UNESCO properties, they are not knowledgeable of the requirements for the creation of compelling contents and are often impeded to select appropriate experts by the nature of the public procurement procedures, which in principle impose the selection of the lowest offer. These limitations result in the production of low-quality applications, which instead of promoting the sites lead to the direct loss of audiences, especially among the young, and further frustration of stakeholders combined with a dismissive attitude for technology providers. On the other end, technology suppliers focus on the technical aspects and do not allocate efforts on the quality of contents, unwilling to pay a price for research, expertise, and artistic input, arguing that the public procurements in the cultural sector offer only a minimal or no profit at all. It is also necessary, to bridge the gap between individuals with skills in humanities and skills in technology. Further, the field research has shown that there is no common ground as to what “digital storytelling” is: for the technology providers the liability for contents lies with other experts and stakeholders/authorities, while the latter, have little appreciation for “hopping avatars used to historic personalities, a sacrilege!” Also, presentations generated by the supply side in the project area has little affinity to human cognition, and without knowledge of it, the educational effort is futile [20, 21: 17–25, 22, 23: 263–264]. Under this viewpoint, it is not a mystery why Philippi remain silent and without connections for visitors. The visitor survey in Philippi indicated that the common request in all six countries, is to enhance both the onsite and the offsite cultural experience and improve the audience’s creative capabilities and cultural capital. To propose means for a value-driven conceptual framework to communicate with non-captive audiences, three principles are applied: (a) the conditions under which immersive experiences take place in heritage settings from a human cognitive architecture point of view applied to non-captive audiences; (b) the criteria for allowing authenticity come to prominence without alienating the historical sources; (c) the decongestion of the human working memory from extraneous cognitive loads leaving spaces for creativity and interaction. Accordingly, 10 monuments have been selected as per the UNESCO significance criteria [24: 77–95], whose individual values constitute the quintessence of Philippi.

Ten multimedia supported stories, one for each monument, created are seeking to ensure “immersivity” and identification possibilities among the audience [5: 138]. Therefore, as such, they are not presented in a descriptive fashion, but apply CTL principles extensively utilizing universal values to underline monument meanings and inspire visitor interaction via the embedded social media. All stories are linked together in the greater story of Philippi. Onsite navigation is ensured via the Google Map. Designed for mobile devices, the eBook is utilizing a scroll-down functionality, includes sophisticated animations and interactive images, which are intentionally selected to support the sub-sections of each story.

Following the principles of the cognitive load theory, all narratives have been extensively tested against unnecessary cognitive loads using test readers. A matrix has been developed to replace expert jargon, but not at the expense of the germane cognitive load [20: 58–71]. A database of 2.534 documents including audio-visual files created at the archaeological site of Philippi, historical sources and artworks has been created to support the eBook production. 10 Statements of Significance have been authored according to the UNESCO criteria and a pilot project plan presenting opportunities for connections for visitors has been submitted to the stakeholder authority. The title of the e-Book, *Birthplace of the Empire*, corresponds to significance of the property formulated by ICOMOS [25] and the Nomination File [26], which considers that the battle of Philippi in 42 BC and the foundation of Colonia Iulia Augusta Philippiensis as a mini-Rome, has given birth to the Roman Empire on Greek soil along with the Christianization of Europe happening in Philippi by Apostle Paul for the first time. Distilling the essence from scholarly sources, the stories reflect historical known facts, usually dressed either using fictional characters to narrate or/and engage in dialogues, or historic personage engages in staged narratives monologues, or/and dialogues to deliver the message. In several cases important documents are used without staging, like the Speech of Alexander at Opis by Arian, works of Horace, Cicero, Paul, Marcus Aurelius, Eusebius from Caesarea etc. aiming to link the humanities with the audience in the dress of the digital multimedia. Accordingly, contents have been structured as follows, mixing history with the disbelief of the reality:

1. The Legacy Of King Philipp—The story unfolds the deeds of King Philipp II of Macedon, and the battle of Philippi in 43 BC. narrating the shift from the Republican to the Imperial Rome
2. Worthy Opponents—Calpurnius and Gaius at the height of the Roman colony in Philippi meet at arena of Philippi, and discuss Greek theater, Roman games, and virtues.
3. City of 4 Emperors—Fulvius Augur Pastor proudly presents Colonia Augusta Iulia Phillippensis, the city which flourished under Augustus, Claudius, Marcus Aurelius and Septimius Severus.
4. Roman Glory—Gnaeus Egnatius presents Via Egnatia, the 680 miles road, which links the west and east of the empire, and would become the artery for the spread of Christianity in Europe.
5. Bribery—Marius Cornelius Grotta narrates the events in the palaestra and at the symposium night, uncovering his sponsor desiring him get a bribe to lose an upcoming fight.
6. Meeting in the Roman Bath—A group of Romans from Philippi ensue in a philosophical discussion, while at the same time, the complex structure of the Greco-Roman bath unfolds in the eyes of the spectators both at architectural and societal level.
7. Conquer by This—Eusebius' text of Constatine's famous vision before the battle of the Milvian bridge in 312 AD presents the reasons for the spread of Christianity in the Roman world.

8. Equality—Lydia, the first baptized Christian on European soil, engages in a fictional monologue to present the basic tenets of Christianity. The Apostle Paul, Silas and Luke narrate their visits in Philippi preparing the audience for the turn of the late antiquity to a monotheistic religion.
9. Bishop Porphyrios—Allowing Porphyrios to narrate the *Zeitgeist* of his times, a “firsthand experience” in the early Christians times is materialized.
10. Birth of Empires—An adapted version of the speech of Alexander at Opis by Arian is used to present the deeds of Alexander and the creation of the Hellenistic world. The merchant Calpurnius Cato and the slave Eusebius living in Christian Philippi count the benefits of the pacified Roman empire in the blessed environment of fourth century AD.

5 Conclusion

Technology alone can convey the acquisition of knowledge and the production of a heritage-driven value chain through shared practices to audiences at places of cultural significance. The experiment presented here intends to model the creation of validated contents for the participatory cultural space according to the human cognition mechanisms. Thus, cognitive loads have been managed in register with the learning targets; only then an appropriate and articulated technology has been selected and applied.

The implication for digital storytelling is that when the conceptual language is substituted by mere moving images, the perception is moving in quick steps towards greater poverty of meaning and deductive possibilities. Those who work with images in the digital domain should have this as a daily ethic, those who work with interactive applications should have the honesty to realize that engaging a user’s time does not simply and directly mean providing him with knowledge. This, to be hold true, has brought the insight which this experiment has followed: the integrated approach. From the content point of view, the individual items (facts, objects, digitized items, places, geolocations etc.) have been organized as a unitary structure; from the point of view of form, the integrated structure is communicated as a “narrative” and never as a description. It is telling a story with load-bearing cognitive and emotional elements that they make a case. This narrative form then submits the motivation—namely, the “desire”, the “interest”, the “curiosity”—while the structural integration supports the cognitive factor, enabling the new knowledge, the audience is seeking, to be understood and assimilated. This understanding then in turn strengthens the motivation through the satisfaction that it brings, which in turn strengthens the attentional capacity, thus giving rise to a virtuous circle of support between cognition and motivation, the results of which are easily seen in terms of satisfaction, understanding and, above all, real learning.

This is the starting point of the work and one of the keys that allows new digital formats: to have disparate elements by type, origin, and quality, with a common theme and transform them from discontinuous elements into a set of elements interacting

in cohesion, able to inspire the intellect and the imagination of the audience. What transforms the discontinuous elements in a perception of continuity is an extraordinary intrigue of codified rules, insights, and common sense, in which interactivity between work and viewer plays an essential role both as a purely intellectual and fantastic. New rules for understanding contents and anticipating events have been introduced by film and television, which extensively employed, they have allowed spectators to familiarize with and to provide personal guidance to understand the multimedia environment. These rules have become, in the information society, a new competence. Withing this vein we consider *digital* an environment in which to experience relationships, a way of conceiving and producing a product, and an entity requiring a conceptual structure to favor and privilege the relationships between facts and not the facts themselves. A considerable effort had been made to offer a multicultural and multigenerational audiences without prior knowledge, different types of exciting experiences in the complex archaeological environment of Philippi, still more research is required to consolidate the design modus.

References

1. Papathanasiou-Zuhr, D, Thomaidis N, Di Russo A, Vasile V (2019) Multi-sensory Experiences at Heritage Places: SCRIPTORAMA, The Black Sea Open Street Museum. In: Vasile, V. (eds) Caring and Sharing: The Cultural Heritage Environment as an Agent for Change. Springer Proceedings in Business and Economics. Springer, Cham. https://doi.org/10.1007/978-3-319-89468-3_2
2. Moscardo G (2021) The Story Turn in Tourism: Forces and Futures. Journal of Tourism Futures 7: 168–173. <https://doi.org/10.1108/JTF-11-2019-0131>
3. Moscardo, G. (2020) Stories and Design in Tourism. Annals of Tourism Research 83 (2020): 102950, ISSN 0160-7383. <https://doi.org/10.1016/j.annals.2020.102950>
4. Buonincontri, P, Marasco, A (2017) Enhancing cultural heritage experiences with smart technologies: An integrated experiential framework. European Journal of Tourism Research, no. 17: 83–101
5. Dewy, J (1934) Art as an Experience New York: Perigee Books
6. Palombini, A (2017) Storytelling and Telling History. Towards a Grammar of Narratives for Cultural Heritage Dissemination in the Digital Era. Journal of Cultural Heritage, no. 24: 134.
7. Economou, M, et al (2019) Evaluating emotional engagement in digital stories for interpreting the past. The case of the Hunterian Museum's Antonine Wall EMOTIVE experiences. In: 3rd Digital Heritage International Congress, San Francisco, CA, USA, 26–30 Oct 2018, ISBN 9781728102924. <https://doi.org/10.1109/DigitalHeritage.2018.8810043>
8. Vrettakis, E, et al (2019) Narralive – Creating and Experiencing Mobile Digital Storytelling in Cultural Heritage. Digital Applications in Archaeology and Cultural Heritage 15, no. e00114: 1–9. <https://doi.org/10.1016/j.daach.2019.e00114>
9. Höffe, O (2003) Kants Kritik der reinen Vernunft: Die Grundlegung Der Modernen Philosophie, Beck'sche Reihe. München
10. McLellan, H (2001) Digital Storytelling: Bridging Old and New. Educational Technology, 46(5), 26–31.
11. Papathanasiou-Zuhr, D, Di Russo, A (2019). Lector in Fabula: Reinventing Digital Publishing to Attract the Youth and Strengthen Cultural Capital in Sites Museums and Collections. In: Kavoura, A., Kefallonitis, E., Giovanis, A. (eds) Strategic Innovative Marketing and Tourism. Springer Proceedings in Business and Economics. Springer, Cham. https://doi.org/10.1007/978-3-030-12453-3_136

12. Varbova, V, Zhechov, R (2018) Digital Solutions in the Field of Cultural Heritage. Lille: Interreg Europe Programme 2014–2020
13. Papathanasiou-Zuhrt, D (2020). Historytelling: Designing Validated Heritage Narratives for Non-captive Audiences. Evidence from EU Funded Projects in the Programming Period 2014–2020. LUMEN Proceedings, 14, 21–37. <https://doi.org/10.18662/lumproc/ibimage2020/02>
14. Barber, JF (2016) Digital Storytelling: New Opportunities for Humanities Scholarship and Pedagogy. *Cogent Arts & Humanities* 3: 1: 1–14
15. Jeffrey, S (2018) Digital Heritage Objects, Authorship, Ownership and Engagement. In *Authenticity and Cultural Heritage in the Age of 3D Digital Reproductions*, 49–56. Cambridge: McDonald Institute for Archaeological Research, University of Cambridge
16. Papathanassiou-Zuhrt, D. (2021) 2021-1-RO01-KA220-VET-000033109/Heritage4Growth ERASMUS+ Program 2021–2027
17. Papathanassiou-Zuhrt, D. (2021) 2021-1-CY01-KA220-HED-000031113/Pact4Skills, Erasmus + Program 2021–2027
18. Bitgood, S (2013) *Attention and Value. Keys to Understanding Museum Visitors*. Walnut Creek, CA, Left Coast Press
19. De Benedictis, R, et al (2021) Fostering the Creation of Personalized Content for Cultural Visits. *Appl. Sci.*, 11,7401. <https://doi.org/10.3390/app11167401>
20. Sweller, J (2008) Human Cognitive Architecture. In *Handbook of Research on Educational Communications and Technology: A Project of the Association for Educational Communications and Technology*, in Spector, JM, Merrill, MD, van Merriënboer, J, and Driscoll, MP, (eds) 370–381. New York and London: Taylor & Francis
21. Sweller, J., Ayres, P., and Kalyuga, S. *Cognitive Load Theory*. (2011) Edited by J.M. Spector, and Lajoie, S.P., *Explorations in the Learning Sciences, Instructional Systems and Performance Technologies*. New York: Springer, 2011
22. Chen O, Paas, F, Sweller J (2023) A Cognitive Load Theory Approach to Defining and Measuring Task Complexity Through Element Interactivity. *Educational Psychology Review*, 35:63. <https://doi.org/10.1007/s10648-023-09782-w>
23. Sweller, J, van Merriënboer, JJG, and Paas, F (2019) Cognitive Architecture and Instructional Design: 20 Years Later. *Educational Psychology Review* 31: 261–292
24. UNESCO (2021) *Operational Guidelines for the Implementation of the World Heritage Convention*. Paris: Unesco World Heritage Center
25. Archaeological Site of Philippi (2016) No 1517: ICOMOS
26. Nomination for Inscription on the Unesco World Heritage List, Archaeological Site of Philippi (2016) Athens: Hellenic Republic, Ministry of Culture and Sports, <https://whc.unesco.org/en/list/1517/>

Open Access This chapter is licensed under the terms of the Creative Commons Attribution 4.0 International License (<http://creativecommons.org/licenses/by/4.0/>), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.



Breaking the Seasonality Barrier in Tourism. A Literature Review of Policies and Strategies



Sofia Gkarane  and Chris Vassiliadis 

Abstract Tourism seasonality is a widely recognized and significant concern in academic literature as it affects the majority of tourism destinations. This phenomenon, which is one of the most notable characteristics of tourism, is recognized as a problematic issue which leads to negative economic and socio-cultural impacts during non-peak seasons, as well as environmental consequences during peak seasons. While it is acknowledged that tourism seasonality cannot be completely eliminated, the academic literature offers various policies and strategies to address and mitigate its effects. This paper aims to provide an overview of these initiatives aiming to effectively tackle seasonality in the tourism industry. Specifically, through an in-depth literature review from 2003 to 2023, this study identifies and analyzes the proposed approaches to shed light on the advancements of understanding and managing tourism seasonality focusing on the most recent trends. The selected papers, totaling 32 in number, are reviewed, categorized and analyzed based on the year of publication and the policies suggested. The findings will serve as a valuable resource for future-analysis and will also provide a decision-making guide for the tourism industry in effectively addressing seasonality.

Keywords Tourism seasonality · Policies · Strategies · Mitigation · Review

1 Introduction and Literature Review

Seasonality in tourism, characterized by temporal imbalances and uneven tourist flows, is a recognized challenge [1] that gives rise to adverse economic and socio-cultural consequences in off-peak periods, and environmental repercussions during peak seasons [1–3]. This phenomenon, which has undergone extensive examination including its definition, distinct characteristics, reasons, effects and strategies aimed at alleviating its impact on tourism destination, is a prominent characteristic of tourism. The current study will try to shed light on the evolution of policies and

S. Gkarane (✉) · C. Vassiliadis
University of Macedonia, 54636 Thessaloniki, Greece
e-mail: sgarane@uom.edu.gr

strategies proposed in academic literature between 2003 and 2023 to address tourism seasonality and will present outcomes from literature analyzed further below.

2 Research Methodology

This paper implements a literature review methodology to identify, assess, and synop-size relevant studies on seasonality in tourism. The review focuses on academic literature published between 2003 and 2023, exploring policies and strategies aimed at addressing seasonality's impact on the tourism industry. The selected articles are analyzed based on their year of publication and the policies proposed, enabling the identification of trends and advancements in understanding and managing tourism seasonality. Articles on tourism seasonality were gathered from academic databases using a content analysis approach by searching the keywords "seasonality in tourism", "tourism seasonality policies" and "mitigating seasonality in tourism". Although this paper mainly discusses recent trends, earlier papers, particularly those published before 2010, were used to establish a foundation and historical context for understanding the evolution of policies and strategies addressing tourism seasonality over the specified period. The following research questions were explored: (1) What are the prevailing policies and strategies proposed in academic literature to address seasonality in tourism from 2003 to 2023? (2) How have recent trends in understanding and managing tourism seasonality influenced the development of policies and strategies over the specified period? (3) How have the approaches to understand and manage tourism seasonality evolved over the past two decades? The selection of the articles was based on their relevance to describing policies to tackle seasonality. The articles were then categorized by proposed policies and strategies on addressing tourism seasonality.

3 Findings and Discussion

This study aims to shed light on the evolving landscape of mitigating tourism seasonality. The selected papers have been categorized based on the policies suggested and the year of publication. Table 1 serves as a repository of insights drawn from scholarly contributions during the specified period. It presents a chronological overview of key policies and strategies proposed by various authors to mitigate seasonality, providing valuable insights into the progressions of trends and strategies aimed at transforming the dynamics of tourism seasonality.

Turning the focus towards addressing the questions that guide this study, we begin by examining the range of policies and strategies aimed at addressing tourism seasonality. These include re-branding destinations for year-round appeal, developing niche and special interest tourism activities, promoting cultural and business events during off-peak seasons, emphasizing the importance of innovation, enhancing

Table 1 Policies and strategies for mitigating tourism seasonality (2003–2023)

Author	Year	Policies proposed
Ramos and Sol Murta [4]	2023	There is a recognition of the need to address seasonality and to identify markets and products that can help mitigate its impact
Soldatke et al. [5]	2023	Emphasis on the significance of considering multiple perspectives in the development and management of seaside towns
Berjozkina [6]	2022	Rebranding the destination for all seasons; developing niche, special interest, and cultural tourism activities; promoting business and cultural events during the low season
Garanti [7]	2022	Emphasis on the importance of creating alternative and special interest tourism products and services to reduce the reliance on traditional sun and sea tourism; stakeholders should focus on improving the quality and coordination among all tourism service providers, including transportation, accommodation, food, and attractions; the new Cyprus Tourism Strategy 2030 aims to holistically develop tourism offers with the involvement of local communities and stakeholders
Medina et al. [8]	2022	Emphasis on the importance of innovation in offsetting decreases in efficiency caused by seasonality
Vergori and Arima [9]	2022	The paper highlights the importance of air transport in reducing seasonality in Italy's tourism demand; addressing seasonality requires collaboration between the public and private sectors; policymakers should invest in improving transportation infrastructure and connectivity
Agius and Briguglio [10]	2021	Promotion of ecotourism; branding as nature islands; collaborative marketing diversification of tourism product; focus on perceived benefits; adoption of sustainable practices
Lozano [11]	2021	Intra-Annual flexibility in prices; intra-annual flexibilization of public prices and taxes; destinations' price-setting schedule; reducing variability of tourism demand
Rico et al. [12]	2021	Expand the Imsero Social Tourism Programme by offering more spots and higher subsidies to encourage travel during off-peak seasons
Senbeto [13]	2021	Aligning organizational cultures and values with regulatory processes could serve as a potential policy to influence hotels' response to seasonal variation in tourism, thereby contributing to the mitigation of the negative effects of seasonality on the industry

(continued)

Table 1 (continued)

Author	Year	Policies proposed
Olimovich et al. [14]	2020	Enhance tourism infrastructure and utilize marketing strategies to reduce prices; offer discounts; create new tourism products; organize events to attract visitors throughout the year; encourage collaboration among tourist organizations
Alshuqaiqi and Omar [15]	2019	Tourism destinations need to implement adjustment and mitigation policies, such as extending peak seasons and introducing offseason attractions
Ferrante et al. [16]	2018	Destinations should consider adopting strategic policies and marketing initiatives aimed at rebalancing tourism demand
Turrión-Prats and Duro [17]	2018	Destinations should employ strategic management and marketing policies to mitigate seasonality by minimizing peak-trough variation while targeting specific market segments for each season
Rosselló and Sansó [18]	2017	Understanding intra-monthly and intra-weekly tourism demand patterns can contribute to policies aimed at addressing yearly seasonality
Fernández-Morales et al. [19]	2016	Applying targeted marketing efforts utilizing a Gini index decomposition and graphical multivariate techniques to identify market segments
Cisneros-Martínez and Fernández-Morales [20]	2015	A focused approach based on tourist motivation and careful segmentation can be effective in mitigating seasonality
Connell et al. [21]	2015	Special events can be used as a tool to address issues of seasonality; careful planning, local community involvement, and diversified strategies can contribute to reducing the impact of seasonality
Butler [22]	2014	Extending the season; offering different attractions out of season; revamping the destination; making the destination unique and prestigious; adding a second main season; adding non-conventional tourist attractions
Cannas [23]	2012	Demand-side: product and market diversification; staggering school holidays; spatial redistribution of demand. Supply-side: Events and festivals; supply reduction
Pegg et al. [24]	2012	Diversification of offerings beyond the traditional winter ski season to attract visitors during other times of the year; developing and promoting year-round activities that cater to different seasons
Bigović [25]	2011	Structure of accommodation establishments; destination pricing policy; tourist product diversification and better flight connections

(continued)

Table 1 (continued)

Author	Year	Policies proposed
Cuccia and Rizzo [26]	2011	Effective cultural tourism policies to reduce seasonality should focus on both demand-side and supply-side approaches, integrate different heritage resources, promote collaboration, and involve various stakeholders in strategic planning
Karamustafa and Ulama [27]	2010	Lengthen the main season; create a variety of attractions and events; expand the range of tourist segments; implement differential pricing and provide tax incentives during specific periods; encourage staggered holidays; foster domestic tourism during less busy periods
2009 (Chung) [28]	2009	Strategic marketing efforts, including price differentiation and multiple-use strategies, are crucial for mitigating the negative impacts of seasonality;
Kastenholz and Lopes de Almeida [29]	2008	Differentiated marketing strategies should be employed based on the distinct market patterns associated with each season
Amelung et al. [30]	2007	Adjusting marketing strategies and balancing the impacts of climatic changes and institutional factors to mitigate the effects of seasonality
Koenig-Lewis and Bischoff [2]	2005	Boost demand during non-peak periods; decrease demand during peak periods; redistribute the demand across time; enhance the supply during peak periods
Andriotis [31]	2005	Efforts should be made to extend the existing tourist season into shoulder periods or create new seasons of tourism activity
Jang [32]	2004	Proposes using financial portfolio theory to find efficient segment mix solutions for mitigating tourism seasonality
Getz and Nilsson [33]	2004	Expansion of peak tourist season; coping and combating strategies; diversification of business activities
Koenig and Bischoff [34]	2003	Marketing strategies for off-peak travel; targeting business tourism; strengthening shoulder seasons

transportation infrastructure and connectivity, fostering collaboration between public and private sectors, implementing differential pricing and tax incentives, extending peak seasons, and offering alternative and special interest tourism products.

Recent trends in understanding and managing tourism seasonality have led to a shift in focus from merely extending the traditional peak season to adopting more holistic approaches, emphasizing the significance of collaboration among stakeholders and integrating sustainable practices.

Finally, initial approaches primarily revolved around extending the peak season and redistributing demand through staggered holidays or events. However, there is a shift now towards focusing on year-round attraction rather than solely extending peak seasons, including the enhancement of the overall tourism experience and the integration of local communities and stakeholders.

4 Conclusion and Implications

This paper extends the current knowledge by providing valuable insights into the evolution of approaches and trends in understanding and managing seasonality. The findings emphasize a shift from traditional methodologies focused on extending peak seasons to a more nuanced and holistic perspective that integrates sustainability, collaboration, and enhanced visitor experiences. It contributes to the field by offering a better understanding of the diverse approaches that have been proposed to address this complicated phenomenon, emphasizing the importance of collaboration, sustainability and local engagement. As regards the practical implications, this study acts as a guide for policymakers to make informed decisions in tackling the challenges posed by tourism seasonality.

5 Limitations and Future Research Directions

The focus of this study was primarily on policies and strategies while practical implementation challenges and stakeholder perceptions of these policies were not examined. Case studies and empirical investigations are needed to confirm the outcomes of these mitigation strategies in various tourism destinations. Also, future studies could explore the impacts and outcomes of the identified policies within different regional contexts to check their potential and effectiveness.

References

1. Gkarane S, Vassiliadis CA, Gianni M (2022) Exploring professionals' perceptions of tourism seasonality and sports events: a qualitative study of Kissavos marathon race. *Enlightening Tourism. A Pathmaking Journal* 12(3):24–51. <https://doi.org/10.33776/et.v12i3.7175>
2. Koenig-Lewis N, Bischoff EE (2005) Seasonality research: The state of the art. *International Journal of Tourism Research* 7(4–5):201–219. <https://doi.org/10.1002/jtr.531>
3. Martín Martín JM, Salinas Fernandez JA, Rodríguez Martín JA, Ostos Rey MDS (2020) Analysis of tourism seasonality as a factor limiting the sustainable development of rural areas. *Journal of Hospitality & Tourism Research* 44(1):45–75. <https://doi.org/10.1177/1096348019876688>
4. Ramos LM, Sol Murta F (2023) Tourism seasonality management strategies—what can we learn from payment data. *Journal of Hospitality and Tourism Insights* 6(3):1205–1221. <https://doi.org/10.1108/JHTI-12-2021-0337>
5. Soldatke N, Żukowska S, Połom M (2023) Seasonality of seaside towns on the example of spatial planning solutions in Poland. *Acta Scientiarum Polonorum, Administratio Locorum* 22(2). <https://doi.org/10.31648/aspl.8672>
6. Berjozkina G (2022) Tourism seasonality in small island developing states: evidence from Cyprus. *Worldwide Hospitality and Tourism Themes* 14(5): 441–450. <https://doi.org/10.1108/WHATT-07-2022-0084>

7. Garanti Z (2022) Alternative and special interest tourism to mitigate the effects of tourism seasonality: the debate from Cyprus. *Worldwide Hospitality and Tourism Themes* 14(5): 451–460. <https://doi.org/10.1108/WHATT-07-2022-0083>
8. Medina RMP, Martín JMM, Martínez JMG, Azevedo PS (2022) Analysis of the role of innovation and efficiency in coastal destinations affected by tourism seasonality. *Journal of Innovation & Knowledge* 7(1): 100163. <https://doi.org/10.1016/j.jik.2022.100163>
9. Vergori AS, Arima S (2022) Transport modes and tourism seasonality in Italy: By air or by road? *Tourism Economics* 28(3): 583–598. <https://doi.org/10.1177/13548166209745>
10. Agius K, Briguglio M (2021) Mitigating seasonality patterns in an archipelago: the role of ecotourism. *Maritime Studies* 20(4): 409–421. <https://doi.org/10.1007/s40152-021-00238-x>
11. Lozano J, Rey-Maqueira J, Sastre F (2021) An integrated analysis of tourism seasonality in prices and quantities, with an application to the Spanish hotel industry. *Journal of Travel Research* 60(7): 1581–1597. <https://doi.org/10.1177/0047287520947807>
12. Rico P, Cabrer-Borrás B, Morillas-Jurado F (2021) Seasonality in Tourism: Do Senior Programs Mitigate It? *Mathematics* 9(16): 2003. <https://doi.org/10.3390/math9162003>
13. Senbeto DL, Hon AH (2021) Shaping organizational culture in response to tourism seasonality: A qualitative approach. *Journal of Vacation Marketing* 27(4): 466–478. <https://doi.org/10.1177/13567667211006759>
14. Olimovich DI, Khabibovna KM, Alimovich FE (2020) Innovative ways of reducing tourism seasonality of tourist areas. *Достижения науки и образования (Achievements of Science and Education)* 1(55): 12–13. <https://doi.org/10.24411/2413-2071-2020-10101>
15. Alshuqaiqi A, Omar SI (2019) Causes and implication of seasonality in tourism. *Journal of Advanced Research in Dynamical and Control Systems* 11(4): 1480–1486.
16. Ferrante, M., Magno, G. L. L., & De Cantis, S. (2018). Measuring tourism seasonality across European countries. *Tourism Management*, 68, 220–235. <https://doi.org/10.1016/j.tourman.2018.03.015>
17. Turrión-Prats J, Duro JA (2018) Tourist seasonality and the role of markets. *Journal of Destination Marketing & Management* 8: 23–31. <https://doi.org/10.1016/j.jdmm.2016.11.004>
18. Rosselló J, Sansó A (2017) Yearly, monthly and weekly seasonality of tourism demand: A decomposition analysis. *Tourism Management* 60: 379–389. <https://doi.org/10.1016/j.tourman.2016.12.019>
19. Fernández-Morales A, Cisneros-Martínez JD, McCabe S (2016) Seasonal concentration of tourism demand: Decomposition analysis and marketing implications. *Tourism Management* 56: 172–190. <https://doi.org/10.1016/j.tourman.2016.04.004>
20. Cisneros-Martínez JD, Fernández-Morales A (2015) Cultural tourism as a tourist segment for reducing seasonality in a coastal area: the case study of Andalusia. *Current Issues in Tourism* 18(8): 765–784. <https://doi.org/10.1080/13683500.2013.861810>
21. Connell J, Page SJ, Meyer D (2015) Visitor attractions and events: Responding to seasonality. *Tourism Management* 46: 283–298. <https://doi.org/10.1016/j.tourman.2014.06.013>
22. Butler R (2014, May) Addressing seasonality in tourism: The development of a prototype. In: Paper presented at the Punta del Este Conference
23. Cannas R (2012) An overview of Tourism Seasonality: key concepts and policy. *Alma Tourism* 3(5): 40–58. <https://doi.org/10.6092/issn.2036-5195/3120>
24. Pegg S, Patterson I, Gariddo PV (2012) The impact of seasonality on tourism and hospitality operations in the alpine region of New South Wales, Australia. *International Journal of Hospitality Management* 31(3): 659–666. <https://doi.org/10.1016/j.ijhm.2011.09.001>
25. Bigović M (2011) Quantifying seasonality in tourism: a case study of Montenegro. *Academica Turistica: Tourism & Innovation Journal* 4(2): 15–32.
26. Cuccia T, Rizzo I (2011) Tourism seasonality in cultural destinations: Empirical evidence from Sicily. *Tourism Management* 32(3): 589–595. <https://doi.org/10.1016/j.tourman.2010.05.008>
27. Karamustafa K, Ulama S (2010) Measuring the seasonality in tourism with the comparison of different methods. *EuroMed Journal of Business* 5(2): 191–214. <https://doi.org/10.1108/14502191011065509>

28. Chung JY (2009) Seasonality in tourism: A review. *E-review of Tourism Research* 7(5). <http://list.rpts.tamu.edu/ertr/>
29. Kastenholtz E, Lopes de Almeida A (2008) Seasonality in rural tourism—the case of North Portugal. *Tourism Review* 63(2): 5–15. <https://doi.org/10.1108/16605370810883905>
30. Amelung B, Nicholls S, Viner D (2007) Implications of global climate change for tourism flows and seasonality. *Journal of Travel Research* 45(3): 285–296. <https://doi.org/10.1177/0047287506295937>
31. Andriotis K (2005) Seasonality in Crete: Problem or a way of life? *Tourism Economics* 11(2): 207–224. <https://doi.org/10.5367/0000000054183478>
32. Jang SS (2004) Mitigating tourism seasonality: A quantitative approach. *Annals of Tourism Research* 31(4): 819–836. <https://doi.org/10.1016/j.annals.2004.02.007>
33. Getz D, Nilsson PA (2004) Responses of family businesses to extreme seasonality in demand: The case of Bornholm, Denmark. *Tourism Management* 25(1): 17–30. [https://doi.org/10.1016/S0261-5177\(03\)00067-0](https://doi.org/10.1016/S0261-5177(03)00067-0)
34. Koenig N, Bischoff EE (2003) Seasonality of tourism in Wales: A comparative analysis. *Tourism Economics* 9(3): 229–254. <https://doi.org/10.1177/135481660300900301>

Open Access This chapter is licensed under the terms of the Creative Commons Attribution 4.0 International License (<http://creativecommons.org/licenses/by/4.0/>), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

