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Teresa Borges-Tiago
Flavio Tiago *Editors*

Strategic Innovative Marketing and Tourism

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

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Androniki Kavoura · Teresa Borges-Tiago ·
Flavio Tiago
Editors

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*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**

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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
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- 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

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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

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



Dorothea Papathanasiou-Zuhr

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

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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 Philippensis 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.

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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

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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 synopsize 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 Imserso 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.

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