

How Much Tourism Is Too Much? Stakeholder's Perceptions on Overtourism, Sustainable Destination Management During the Pandemic of COVID-19 Era in Santorini Island Greece

Mary Constantoglou

University of the Aegean, Chios, Greece

Hellenic Open University, Patras, Greece

Klothaki Thomai

Hellenic Open University, Patras, Greece

The newly adapted concept of “overtourism” based on the old concept of carrying capacity has emerged in various destinations worldwide and it seems to be one of the most important issues on destination management literature. Santorini is one of the most picturesque islands globally and at the same time one of the destinations that have been incorporated into the discourse of overtourism. However, Santorini is different to many of the destinations exposed to overtourism as an island destination with specific limitations in physical space, natural and physical resources. For many years we have experienced the rapid growth of tourism worldwide until the emergence of the COVID pandemic that stopped almost every economic activity. The rapid increase of visitors in Santorini had various impacts on the island's economy, society, and environment. This paper is about overtourism on the Aegean Island of Santorini, where overtourism has been a fact for several years. In the island tourism development is evident but sustainability is a critical theme for the locals, the entrepreneurs, and the tourism industry of the destination. In this paper the perceptions of the destination's stakeholders are examined on issues like sustainability, overtourism, and the impacts of the pandemic. Finally, the paper examines the stakeholders' thoughts on the possibility of the pandemic might become the springboard for redefining tourism on the island.

Keywords: overtourism, carrying capacity, sustainable destination management, decision making, planning, Santorini

Introduction

Large numbers of tourist arrivals in certain destinations around the world have become a major managerial challenge for destinations and Destination Management Organizations (DMOs) (Sæþórsdóttir, Hall, & Wendt, 2020). It is evident that the way tourism was developed the last decade in destinations like Venice, Dubrovnik, Amsterdam, Barcelona, New York City, Amsterdam, Reykavik, the Isle of Skye, Koh Phi Phi, Thailand, and Palawan, Philippines, and Santorini is because of the lack of planning that caused multiple impacts (Oklevik et

Mary Constantoglou, Ph.D., Adjunct Lecturer, Department of Economics and Tourism Management, University of the Aegean, Chios, Greece; Postgraduate Programme in Tourism Business Administration, Hellenic Open University, Patras, Greece.

Klothaki Thomai, Msc, Postgraduate Programme in Tourism Business Administration, Hellenic Open University, Patras, Greece.

al., 2019). There are many reasons that contributed to this direction such as the rise of low-cost carriers, the growth of cruise tourism, the shift of the economic barometer towards Central Europe, Asia, and South America, the advent of social media and new IT technologies through online platforms and the emergence of the sharing economy gave alternative and affordable accommodation solutions (Benner, 2020). Social media have influenced dramatically tourism demand by creating trends based on travelers' experiences and images and by highlighting specific destinations. These trends have contributed to increased problems in destinations with overcrowding affecting tourists' experience, the quality of life of the local population, and finally the tourism product and the image of the area itself (Milano, Novelli, & Cheer, 2019). This issue was described by the media as excessive or out of the limits tourism growth and undesirable tourist behavior continuously all described under the umbrella term "overtourism" although they were a major concern for the sector's academia for years through the study of carrying capacity (Dodds & Butler, 2019).

According to Butler (2020, p. 207), "carrying capacity research has shown periods of both intense academic study and also near total academic rejection over the past half century" and although in the recent years some tourist researchers have re-explored the carrying capacity concept, their research had limited influence on tourism planning and development issues. The lack of tourism planning along with the serious limitations or often absence of active policy interventions has led to the problem of overtourism. According to Butler (2020), overtourism means too many tourists in a location in a specific point of time with respect to resident attitudes, physical capacity and environmental tolerance, the traditional dimensions of carrying capacity. During 2017 and 2018 UNWTO and WTTC acknowledge the problems that overtourism brings to local societies and for that reason tries to identify and promote management initiatives (UNWTO, 2019a; WTTC & McKinsey, 2017). UNWTO suggests sustainable tourism and at the same time encourages defining and mitigating overtourism (UNWTO, 2019b; Goodwin, 2017).

Since the beginning of the pandemic, travel and tourism at a global level have faced the greatest crisis on record amid the outbreak of COVID-19. According to the recent data of UNWTO (2021), international travel had shown a decline of 74% in international arrivals, 1.3 trillion USD loss in export revenues which is 11 times higher than the loss caused by global economic crisis in 2009, almost 120 million direct jobs were put at risk in SME's, and recovery outlook remains uncertain. The pandemic has changed the discourse in order to highlight the importance of tourism and its economic implications to destinations worldwide and their economic dependency on tourism. The importance of tourism to the global economy has changed the agenda to the restart of the industry.

Although the concept of overtourism is discussed in urban contexts, this study focuses in overtourism on island destinations and more precisely in Santorini, Greece. Tourism in Santorini has gained momentum over the years due to its uniqueness making tourists to visit it from all over the world almost yearlong. Santorini in many tourism narratives is considered to be one of the most relevant cases of overtouristic island destinations and therefore is an ideal case to study the different conflicts that emerge when tourism numbers continue to grow, and the quality of the experience continues to decline. The paper focuses on the discussion on the reasons for and reactions to overtourism by the stakeholders of the tourism industry of the island. The paper analyses stakeholders' thoughts on how far tourism growth will go and which will be the consequences for the destination, how much and with which direction the COVID-19 pandemic will affect the destination, and finally how they consider to be the next day of tourism on the island after the pandemic.

The paper is organized as follows. The next section presents the theoretical background which provides

the basic principles on which the paper is based. Further the study area and research methods are described, followed by the results. The paper concludes by discussing the findings of the research together with further consideration and research recommendations.

Literature Review

Tourism Growth: An Overview

In 1960 with the beginning of mass tourism, various destinations around the world have experienced an increased number of tourists (Hall, 2008). Public debates about a tourism system based on a growth model have been created, due to a big number of tourists' arrivals and its associated problems such as crowding, localized inflation and pressure on residential housing (Oklevik et al., 2019). In 1980s, Jost Krippendorf discussed about the mass phenomenon and the five factors for locals' discomfort derived from the same phenomenon and he created guidelines "for a humanization of travel", which offered "tourism planning support to destination stakeholders" (Pechlaner, Innerhofer, & Erschbamer, 2020). Tourism is a "landscape devourer" as in order to be developed is consuming the areas resources that were responsible for its initial development (Constantoglou, 2014). The magazine GEO questioned about "How many tourists per hectare of beach?" and communicated the concept of "carrying capacity", which is used in the 1990s by tourism researchers, to identify the maximum load of a destination. Although the growth of tourism contributes to economic and societal improvements, yet, the popular tourist destinations are suffering from overload (Pechlaner et al., 2020). The development of tourism causes various consequences and concerns, and overtourism may strengthen these problems in some locations (Seraphin et al., 2019). As the demand for tourism is growing, careful planning and management are required to diminish the effects of mass tourism on the environment and the societies. An integrated global tourism policy in national and regional policies would change the flow of tourists, aiming at distribution of tourists demand and reduction in the number of conflicts (Gössling, McCabe, & Chen, 2020).

Stansfield (1978) suggested that there is a "common pattern of development of tourist destinations" and he was the first one who used the term "cycle" on his work Atlantic City and its rejuvenation through the legalization of gambling (Pechlaner, Innerhofer, & Erschbamer, 2020). The early models and their ideas led to the development of the Tourism Area Life Cycle model related to destination development (Butler, 1980). The model proposes that tourist resorts are going through a development process similar to business product cycle, (Pechlaner et al., 2020), until they reach a physical and social degeneration level (Yaşlı & Emir, 2020).

The increased tourism opportunities bring a balance among the locals and tourism, reaching a satisfied economic and social level. This balance is followed by a region's decline, due to more "intense" and "large holiday holdings", aiming at increasing the number of tourists in the region (Yaşlı & Emir, 2020). This is the beginning of mass tourism. Therefore, an increase in tourism density which is observed leads to negative effects on peoples' daily life in time, while the local people begin to dislike tourism (Papathanassis, 2017). As a destination moves through the cycle, it may continue to grow at a reduced rate, and may have no growth or may enter the decline stage, which can be understood as a decrease in visitor numbers and an absence of some facilities, with few or no new facilities (Butler, 1980). Efforts have been made to analyze overtourism in terms of the life cycle and along with associated analytical models to create scenarios to foresee the future tourist traffic and the location of the region in the cycle, to prevent the phenomenon of overtourism (Yaşlı & Emir, 2020).

Tourism Carrying Capacity

In the 1980s and 1990s, the Tourism Carrying Capacity (TCC) term was developed as overcrowding and sustainability (Manning, 2007; Wall, 2020), and was changed to overtourism nowadays (Butler, 2020). TCC can be expressed in “environmental, economic and social-cultural terms (Coccossis et al., 2001) as well as with regard to technological limits and health and safety issues” (Dodds & Butler, 2020, p. 25). The above terminologies share the same concept, and they describe a situation when a destination “reaches the tipping point of what a place can tolerate” or “when it reaches its carrying capacity and becomes unsustainable” (Sæþórsdóttir, Hall, & Wendt, 2020, p. 3).

The concept of carrying capacity is associated with Butler’s (1980) model of the Tourism Area Life Cycle. It is supported that when the TCC of a destination is reached, it will decline and lose its attractiveness; therefore it will suffer from overtourism. According to Weber et al. (2017), overtourism may be prevented, if the carrying capacity of a tourism system is known. He supports that if the carrying capacity of a destination is reached, then visitors may cause serious problems to the place. It shows how residents and tourists deal with the number of tourist and their consequences. These topics can be applied to any tourism destination, either in a city, a region, or a resort at any season (Schmuck, 2019). A definition given by the UNWTO about carrying capacity is the following: “the maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic, and sociocultural environment and an unacceptable decrease in the quality of visitors’ satisfaction” (UNWTO, 1981). Milano (2017) and Coccossis et al. (2001) introduced six types of TCC: (i) physical capacity, (ii) environmental capacity, (iii) economic capacity, (iv) infrastructure capacity, (v) sociocultural capacity, (vi) perceptual capacity. Milano (2017) introduced some important variables such as the distribution area of the visitors, visitors’ activities, tourists’ behavior, and destinations’ infrastructures. Although the TCC theory developed to specify that tourism cannot grow endlessly without causing serious effects, it has been criticized because tourist destinations are complex and unstable and cannot be considered as constant (Stanchev, 2017-2018). However, this theory can be useful to measure the pressure that tourism has on a destination (Milano, 2017). Still, it is difficult to measure destinations’ TCC for several reasons: (1) It can be altered and expanded over time (Schmuck, 2019). (2) It is challenging to measure a capacity that has not affected a destination yet (Buckley, 1999). (3) Its limits vary according to individuals’ perceptions. (4) Too many people are involving in this process (Jurado, Damian, & Fernandez, 2013). Basic indicators for measuring TCC is looking at the number of arrivals in a destination per 100 residents, or the number of nights spent per 100 residents, or even the number of tourists per square kilometer in a region (Schmuck, 2019).

The Concept of Overtourism

Over the last years, studies in tourism have associated “complexities” with the context of crowding (Rasoolimanesh, Jaafar, Marzuki, & Abdullah, 2016). According to Sæþórsdóttir et al. (2020, p. 4) “crowding is the psychological and physical stress arising from perceived human density”, while the feeling is related to “societal and situational problems”. Crowding is linked to individual perceptions (Navarro Jurado, Damian, & Fernández-Morales, 2013) and motivations (Alazaiz et al., 2015). Studies have shown that the feeling of psychological pressure, which is not measurable (Neuts, Nijkamp, & Van Leeuwen, 2012), is associated with nationality and cultural backgrounds (Jin, Hu, & Kavan, 2016; Li, Zhang, Nian, & Zhang, 2017). Other factors are personal and situational characteristics like education, age, and gender (Rasoolimanesh et al., 2016; Zehrer

& Raich, 2016); environmental characteristics, and activity types (Klanjšček et al., 2018). Studies argue that the perception of crowding is influenced by the degree of interaction with local communities (Neuts & Nijkamp, 2012; Rasoolimanesh et al., 2016). According to Stokols (1972), crowding can be non-social and social and occurs when the sociocultural carrying capacity is exceeded, which is defined by social or personal norms. Moreover, crowding highly affects the natural environments than urban areas (Vaske, Donnelly, & Petruzzi, 1996). Some negative environmental effects are trampling, littering, ecosystem disturbance, and water pollution. Despite the negative effects, crowding may be perceived more positively. For instance, if a place is highly visited, this may be an indication that one is “in the right place” (Oklevik et al., 2019) and to activate the feelings of belonging and safety (Popp, 2012). Similarly, overcrowding is used to describe a well-known phenomenon that is mainly related with the negative experience, resulting from an excessive number of tourists at a specific time and place (Peeters et al., 2018). Specific interest has been given on crowd assessment and maintenance, at a given destination (Lie & Hsieh, 2016). Shelby and Heberlein (1984, p. 449) defined crowding as “the individual’s perceived evaluation of density levels in a specific physical environment”. According to Neuts and Nijkamp (2012), in case of excessive crowd, tourists perceive a crowded place and value a certain level of crowding as not acceptable. Furthermore, visitors may try to predict the crowding in a destination and therefore to consider it as a negative characteristic. However, overcrowding is considered as a matter of sensibility which is not similarly perceived by all tourists, especially when the case of destination’s popularity arises (Eliasson & Valesco, 2018).

Many researchers studied visitor density from the perception of tourists; “overtourism” is a concept generated from the perspective of residents (Koens, Postma, & Papp, 2018). It has also inherited the theoretical foundation of crowding and its consequences (Pechlaner et al., 2020). Overtourism has been mostly discussed in urban contexts (Koens et al., 2018), but it can also be expressed in other spaces as parks, beaches, or attractions for a certain season (Milano et al., 2019). Useful to remember that seasonality is associated with economic, sociocultural, and environmental problems, due to increased demographic pressure in a specific period (Pechlaner et al., 2020). Overtourism is a broader and complex phenomenon that describes a situation in which the impact of tourism, at a given time and in a specific location, exceeds the limits of physical, ecological, social, economic, and political capacity of a place (Peeters et al., 2018). It is important to understand that overtourism in terms of region’s life cycle cannot suddenly occur. When large-scale infrastructural developments are provided in a region aiming at strengthening tourism sector, it is then when the intensity of tourism increases (Yaşlı & Emir, 2020).

According to UNTWO (2019), overtourism can be defined as “the impact of tourism on a destination, or parts thereof, that excessively influences perceived quality of life of citizens and quality of visitors experiences in a negative way”. When the local population changes its daily activities toward tourists and must adapt to the visitors, then tourism may become a serious problem. In this extend overtourism “deals with the perception of the locals and thus how much a society can withstand”, in terms of physical, psychological, and societal capacity (Erschbamer et al., 2018, p. 10). Another definition is given by Goodwin (2017) who defines overtourism as a situation where either local people or the tourists feel that the place is just over visited and that it is changing its character. So, for the tourist it loses its authenticity and for the local people it just causes irritation and annoyance (Taiminen, 2018). Therefore, overtourism is encountered in destinations where host, guests, local community, and visitors feel that there are a big number of guests and that the personal satisfaction

and quality experiences of guests and tourists are not the expected. Therefore, the negatives prevail over the benefits (Aris Anuar et al., 2019).

When the problems created by overtourism between locals and tourists are not resolved, the local communities are led to touristophobia (Vainikka & Vainikka, 2018; Milano, 2017). Often both terms are used as synonyms, although they do not have the same meaning (Soydanbay, 2017). The terms are associated with the rapid growth of unsustainable mass tourism practices and are mostly concerned with “the detrimental use of urban, rural and coastal spaces, among others, for tourism purposes” (Milano, Novelli, & Cheer, 2019, p. 2). The term “touristophobia” was first used by the Spanish anthropologist Delgado in 2008 to describe a mixture of rejection, distrust, and loathing towards tourists (Peeters et al., 2018). In 2018 a newspaper in Madrid, *El País* (Ballester, 2018 in Egresi, 2018) invented the term “tourismophobia”, which later adopted by the Media. The term was recently introduced to academics and in bibliography, mainly in Spain (Huete & Mantecon, 2018) and is defined as a “very strong aversion to tourists and tourism” (Milano, 2017, p. 5).

Tourism Planning and Sustainable Destination Management

The local availability and resources differ from place to place and should be considered when planning tourism development (Goodwin, 2017; Seraphin et al., 2019). A solution to the problem may be given by the “Special Interest Tourism (SIT)” branding approach, introduced by Trauer (2006). This approach explains that each destination; an area, a city, or a region, can be promoted and advertised for specific types of tourists. As such the incoming mass will be dispersed at a destination, it may prevent tourists to visit the place simultaneously. There are several indicators that justify the existence of overtourism: environmental destruction, traffic jams caused by tourists, increased prices to products and services which cannot be afforded by the locals (Taiminen, 2018). The causes or “enablers” (Dodds & Butler, 2019) of overtourism are different and depend upon the destination. Some are the greater numbers of tourists, travel that became more affordable, new groups of tourists, dominance of the growth-focused mindset, a short-term focus, competition for space, amenities and services, wider access to media and information, destinations lack control over tourist numbers, imbalance of power among stakeholders, tourism stakeholders are fragmented and at odds (Dodds & Butler, 2019). Other examples are the increased mobility, the location, the connections, the accessibility, the professionalism in the service sector and the currency policy may influence the number of visitors and tourists, in each destination. Changing perception is also important as the new generations may experience tourism in different way and perceive its drawbacks. Finally, international target groups are mostly interested in the “hot spots” and want to visit popular attractions. However, many visitors feel as they have lost their attractiveness and interest to the place (Pechlaner et al., 2020). Some negative outcomes of overtourism are associated with social, environmental, or economic problems (Weber et al., 2017). The excessive use of infrastructure, the privatization of public places, the loss of purchasing power, antisocial behavior, and environmental breakdown are only some examples (Koens et al., 2018; Peeters et al., 2018).

In the last years there has been a shift to sustainable tourism. Sustainable tourism takes under consideration the natural, social, and economic environment of a place and it seeks to thrive on the good effects of tourism (UNWTO, 2019b; Eliasson & Velasco, 2018). The benefits residents gain from having a sustainable way of dealing with too many tourists which is community involvement, job opportunities and creating awareness about this topic (Mathew & Sreejesh, 2017). Moreover, tourism influences residents’ quality of life, whether someone feels comfortable living in this city or not (Mathew & Sreejesh, 2017). The main goal is for

both residents and visitors to equally enjoy living in and visiting a place, respectively (Zolfani et al., 2015; Eliasson & Velasco, 2018). Finally, the concept of “exploration and exploitation” can prevent the negative effects of tourism. Therefore, tourism firms can use and improve product and services, while at the same time can produce innovative and sustainable ideas (Smith, 2017). There are solutions to tackle the problems derive from overtourism; however there must be good organization and compliance with the laws that should soon be legislated (Stanchev, 2017-2018).

Tourism Development During the COVID-19 Pandemic

In March 2020, there has been the health crisis of COVID-19 pandemic. National administrations supported that travel facilitates the outbreak of COVID-19. Soon the national borders closed, the cross-border movement of people stopped, and international transportation has been suspended (Nepal, 2020). Domestic travel also was restricted; distances “between ‘home’ and ‘away’” were impossible to overcome (Nepal, 2020). Moreover, domestic measures such as banning mass events and encouraging self-isolation (Nepal, 2020), curfews, teleworking, closing schools, and certain businesses (Gossling et al., 2020; WHO, 2020a) to restrictive lockdowns imposed on entire countries (Nepal, 2020). Many forms of economic activity were placed on hold—a challenge for all tourism stakeholders (Gossling et al., 2020)—while national administrations had to save their economies (Nepal, 2020). The world is on a temporary de-globalization. The imposed travel restrictions and the suspension of international travel led to re-definition of the geographical borders among places, distances increased, and places became truly remote (Nepal, 2020). The problem is not only the economic damage to the tourism industry but also the social consequences of crisis which makes the responsibility of the people in the tourism trade greater (Gossling et al., 2020). For the near future, the pandemic will change the way individuals perceive transnational mobility and the way they consider spaces appropriate for leisure purposes (Tremblay-Huet, 2020).

The comment that “the world had to stop in order not to fall” (author unknown) also applies to tourism industry. A lot of evidence exists to justify that tourism growth had gone too far and at a wrong path. Tom Friedman recently argued that “the current generation will come to think of BC and AC as Before Corona and After Corona” (Friedman, 2020). Tourism at BC era had some “dark sides” due to its growth (Nepal, 2020). Such negative effects observed in the environment (Pechlaner et al., 2020) tourism as neo-colonialism (Tucker & Akama, 2012) overcrowding and other negative social impacts on host places (Popp, 2012). Without referring to overtourism, all the previous discourses are related to the rapid growth of tourism sector which is also associated with other phenomena such as “including neoliberal urban change processes, new mobility paradigms and the emerging resurgence of tourism-related urban social movements” (Milano, Cheer, & Novelli, 2019).

Although we experienced enough so far, loss of lives, lost jobs, and other personal tragedies, de-globalization is giving the global tourism industry a chance for reboot. An opportunity for an environmentally sustainable, economically just, less exploitative, more respectful to host communities, and more mindful approach of tourism. Additional effects are overtourism receding, change of competitiveness ethics, and increased degrees of cooperativeness (Haywood, 2020).

The pandemic gave us evidence to support that the mindset of tourism industry requires the adoption of mindfulness practice. Mindfulness power and “present-awareness” can possible cure any social, economic, and environmental problems of world’s societies (Wamsler et al., 2018, Wilson & Pile, 2015). Mindfulness-driven

tourism can create the goals towards a sustainable travel and tourism industry having as their priorities “social and environmental concerns” and not only economic benefits (Dodds & Butler, 2019), produce compassionate tourism and solve the downturns of the current tourism industry. Marketing and management organizations should reinforce the sustainable development of a destination not only by destination’s promotion but also through place’s development and management, based on local communities’ needs (Pechlaner et al., 2020). Nonetheless, a sustainable tourism corresponds to “a tourism industry that thrives rather than grows” (Dodds & Butler, 2019). In tourism sector, mindfulness has positive effects on tourists’ wellbeing and experiences (Kirwin, Harper, Young, & Itzvan, 2019; Loureiro, Stylos, & Miranda, 2019), and influences the performance of its employees (Jang, Jo, & Kim, 2020; Lengyel, 2018). In addition, tourism industries promote vacations as life diversity, active participation, socially and environmentally responsible traveling, instead of a product that promises the fulfilment of people’s “dreams and desires” (Stankov, Cikic, & Armenski, 2018). Mindfulness services are associated with honest care for customer wellbeing and respect for their needs, compliment the etiquette of services in the tourism industry, and improve consumer loyalty (Stankov & Filimonau, 2019). As a result, consumers will be aware of the social contacts (Kang & Gretzel, 2012) and will provide feedback on the tourism services (Stankov, Filimonau, & Vujičić, 2020). A post-pandemic tourism will rely on conscious consumers who are aware of their behaviors, purchasing patterns, and could identify happiness through their deliberate choices. Therefore, mindful tourists search and question more about their actual happiness and understand the deceptive tourism marketing (Stankov, Filimonau, & Vujičić, 2020).

In post COVID-19 era, tourism and its sub-sectors will come across with unlimited opportunities hopefully for the better (Constantoglou, 2020). In community destinations the survival of organizations is depending upon adapting the path of solidarity, which supports the relationships among communities and between people and organizations in the communities. All enterprises that serve the visitors, they must adapt to new gathering guidelines, while business models will change (Ritter & Pedersen, 2020). The communities-as-destinations try their best to be improved through “incremental improvements” (Haywood, 2020). Examples are: (1) design of public places, parks, and streetscapes, (2) actions of fostering public-serving entities which can become an attractive destination, (3) individuals beautifying their neighborhoods and communities. Added is the promotion of its uniqueness through marketing (Haywood, 2020). This crisis is the greatest supporter of proximity tourism (Navarro Jurado, Ortega Palomo, & Torres Bernier, 2020) which is explained as doing tourism and travelling near home (DiazSoria, 2017; Jeuring & Haartsen, 2017). Due to increased social and environmental awareness (Lew, 2020), post-crisis tourists will probably choose to travel to destinations closer to their place of residence (Romagosa, 2020). Therefore, domestic tourism will be more dominant since many customers or visitors are more likely to come from nearby areas since everyone will be very selective about the number of their trips (Haywood, 2020). Moreover, the possible restrictions on international travel, at least for a while, will help to promote sustainable tourism and the concept of degrowth (Romagosa, 2020).

Some analysts believe that once the worst moments passed, the entire world will gradually return to a certain level of normality, or at least to a pre-crisis situation (Navarro Jurado et al., 2020). On the other hand, according to the Black Swan Theory (Romagosa, 2020), the current crisis would not imply any change to the tourism sector, as far as its future management and planning are concerned. This is alarming considering the warnings the sector has received initially for its unsustainability and later for the environmental risks (Jamal & Budke, 2020). Instead of returning to our previous operating model, the pandemic is forcing experts to rethink

the unsustainability of the pre-crisis travel and tourism industry. According to Pliny the Elder, the Roman naturalist who lived 2,000 years ago, “the only certainty right now is uncertainty” (Romagosa, 2020, p. 690). No one knows what will happen in the short or long future. However, nothing will ever be the same again.

Case Study Area

Santorini Island in Greece is the result of a volcanic eruption, which is a special place and a picturesque island mainly because of its shape. A part of the original island known as “Stroggili” sank is because of the eruption of the volcano of Santorini, which is still active. The volcanic caldera which was formed is a residential area and the residents have the amazing view of the volcano. This makes Santorini unique and famous around the world. Some important information about the island is listed in the following Table 1:

Table 1

Important Information About Santorini

Important information about Santorini	
Area	76.19 km ²
Population	15,250
Number of beds	54,763
Tourists arrivals	2.85 millions
The majority of tourists come from	Italy, U.K., France, Germany, China

Source: a Hellenic Statistical Authority (<http://www.statistics.gr/en/home>); b INSETE site: www.insete.gr.

The island is also famous for its remarkable culture as well as its superb types of wine, due to its climate and its soil. The prehistoric town of Akrotiri, the wineries and the volcano are the most inviting areas that accept visitors and attract many tourists. Santorini is associated with luxury. Although Santorini is a small island, there are many hotels and other type of accommodation and—most of them—offer luxury and top-quality services (Table 2).

The statistical information provided by the Hellenic Chamber of Hotels, in 2008 Santorini had 260 hotel units, 5,309 rooms for rent and 10,169 beds. Ten years later, hotel units had increased to 364, with 8,762 rooms and 17,275 beds. Very interesting is also the number of five-star hotels which is rising from 11 with 521 beds in 2008, to 39 hotels with 2,877 beds in 2018. Impressive also is the number of short-term accommodation which was that there are similar number of beds with those existing in hotels.

Table 2

Number of Beds in All Types of Accommodation Establishments in Santorini 2019

Number of available accommodation		
5* hotels	2,659 beds	19%
4* hotels	4,766 beds	34%
3* hotels	2,955 beds	21%
2* hotels	2,637 beds	19%
1* hotels	1,028 beds	7%
Total number of hotel beds	14,045 beds	
Furnished rooms and apartments	22,099 beds	
Villas	3,619 beds	
Short-term rentals (3,300 units * 4.5 pax)	15,000 beds	

Source: a Hellenic Statistical Authority (<http://www.statistics.gr/en/home>); b INSETE site: www.insete.gr.

It is worth mentioning that the majority of the accommodation are located in the areas of Episkopi and Kamari (28.5%), Fira (20%) followed by Emporio and Perissa (13%) and the last one is Oia 8%.

According to INSETE (2019), the total revenue from accommodation rental in Greece, through the Airbnb and HomeAway platforms, and for the period June 2018-May 2019, reached the 1.15 billion Euros. Straight after Athens, Mykonos and Santorini have a big number of available accommodations. Specifically, in Santorini the highest occupancy was 62% in active autonomous accommodation, followed by Athens with 60% and Kefalonia with 59%. The average price of accommodation in Santorini was 341 Euros, while in Mykonos was 496 Euros. The highest annual revenue per accommodation was observed in Santorini, approaching the 31,734 Euros, followed by Mykonos with 27,263 Euros.

There are many restaurants and taverns that justify the diversity of Santorini's gastronomy. The options for eating out mainly include fine dining which offers a variety of Santorini's delightful local products promoting in this way the island's gastronomy and local production. Very famous are the vineyards that thanks to island's microclimate and its various wineries, offer unique wines with high acidity, clarity, and alcohol content. There is also a wide range of other activities offered to the visitors. Some of the activities which are anything but common are: going for a ride and dinner on a catamaran at sunset, diving, hiking on the caldera, riding a horse in the villages, going on a helicopter ride over the island and professional photography.

Santorini has established a strong brand name due to its natural beauty and its high-quality services. It should be noted here that besides its well establish image, there is also the history of the place, both the course of the island due to the volcanic activity and the existence of the prehistoric settlement on the cape of Akrotiri, which are known worldwide. The island is suitable for romantic vacations, weddings, and honeymoons for people who are visiting it from all around the world. Wedding tourism is a special interest form of tourism that flourishes because it is fashionable and is part of the tourism experience. In the island there are six travel agencies that exclusively are dealing with weddings and carrying out all procedures on couples' behalf. During summer of 2019, at least 1,000 civil weddings took place on the island, with the weddings of Asians increasing year by year.

All the above have created its strong image which is connected to high quality vacations and worldwide popularity. This image of Santorini is reinforced by the social media since it is the most instagrammable island. It presents the picturesqueness and luxury of the island and has given extra impetus to its brand and image. Santorini is associated by its visitors with characteristics such as stunning scenery, island with history and culture, romantic destination, with possibilities for exciting activities, affordable, very different, hospitable. The uniqueness of the natural beauty of the island and its development by the locals has established the reputation of the island worldwide. Ten most important characteristics that constitute the strong brand image of Santorini according to TripAdvisor for 2019 are the sunset in Oia, the archaeological site of Akrotiri, ancient Thira, the volcano, the Museum of Prehistoric Thira, the lighthouse in Akrotiri, St. John the Baptist Cathedral, the ruins of the Byzantine castle in Oia, the monastery of Prophet Elias in Pyrgos, and the Archaeological Museum of Fira.

During the last years Santorini has become an over-visited location as a result to experience overtourism. However, the carrying capacity of the island has been exceeded mainly since 2016 and onwards, according to statistical data. It is a small island with disproportionately large numbers of tourists, especially in summer. Every year there is an increment in tourist accommodation, which exceeds the capacity of infrastructure and resources, while its environment and natural beauty are in danger.

Exploiting natural resources, traffic congestion, overcrowding in the entrances and exits of the island, large numbers of cruise ships and tons of rubbish pollute the environment, make the residents' daily life difficult and ruin visitors' tourist experience. Efficient management can use the potential of Santorini, to mitigate overtourism.

The following Figure 1 presents the passenger traffic figures and the increase of air travel during the period 2010 to 2020. It is observed that the change took place gradually, but reaching extremely high levels, especially for an island destination.

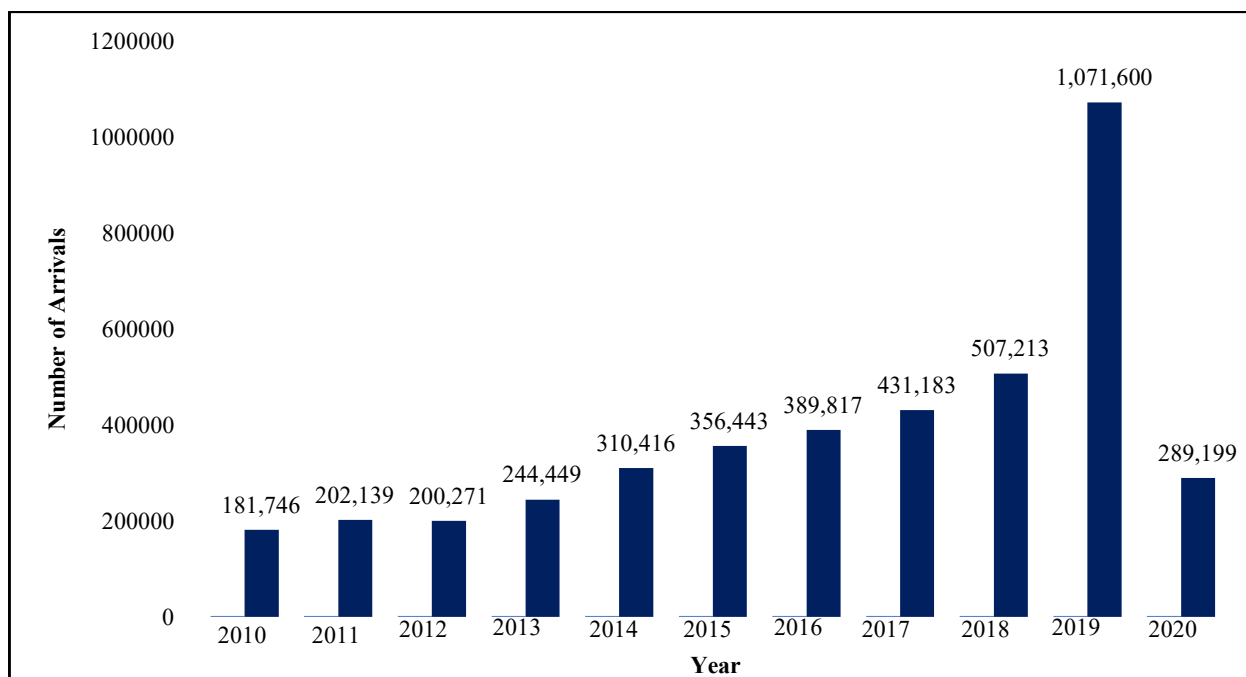


Figure 1. Passenger traffic by plane 2010-2020. Source: a Hellenic Statistical Authority (<http://www.statistics.gr/en/home>).

The data from Santorini Airport, as shown in Table 3, are making evident the strong seasonality of the tourism in the destination.

Table 3

Santorini Airport 2019 Year Traffic by Month and Origin

Santorini airport													
Passengers													
Country	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Greece	33,832	38,146	55,579	103,891	143,386	160,735	156,887	154,884	162,170	135,263	52,317	31,750	1,228,840
Italy	96	207	1,042	9,605	15,618	41,795	71,673	77,167	45,670	16,209	6		279,088
Great Britain			294	14,193	41,158	47,904	47,783	47,616	43,655	26,312	177		269,092
France			5	10,443	18,825	20,297	24,457	26,114	21,049	15,463	853		137,506
Germany			4	3,135	12,270	14,278	14,918	14,067	14,189	11,253	407		84,521
Austria				2,796	5,865	8,500	8,370	8,820	8,031	4,553			46,935
Switzerland				2,435	6,531	6,594	8,263	7,784	8,346	6,361			46,314
Spain				2,076	2,280	7,029	8,717	8,581	5,475	1,953	12		36,123
Netherlands				3,769	5,550	5,396	6,164	5,937	5,745	3,117			35,678
Norway					1,372	7,704	10,329	5,130	1,700	216			26,451

Table 3 to be continued

Sweden			1,011	5,734	8,429	5,107	2,799	361			23,441		
Belgium	303		3,716	3,929	3,427	4,503	4,108				19,986		
Israel	1,000	2		2,274	3,719	3,021	2,851	1,839			14,706		
Finland			2,097	2,693	2,651	3,047	2,413	641			13,542		
Denmark			445	2,626	4,361	2,490	1,299	157			11,378		
Poland	3	2	2	1,513	1,627	1,467	1,634				6,248		
Czech Republic				1,289	1,826	1,451	1,444	207			6,217		
Romania				883	960	1,064	1,186				4,093		
Slovenia				743	801	992	715				3,251		
Serbia		8		378	615	714	484				2,199		
Bulgaria		488	486	528			671				2,173		
Lebanon				2	268	422					692		
Esthonia							512	166			678		
Other countries	8	25	44	94	99	217	76	323	370		1,256		
Total	33,928	38,353	56,935	154,169	260,658	342,918	386,344	380,595	336,222	224,394	54,142	31,750	2,300,408

Source: www.jtr-airport.gr.

In terms of cruise tourism 980,771 arrivals were reported during 2019 while in 2015 there were 791,927. This year 2020 and with the impact of the pandemic to the cruise industry only 131 passengers from cruise ships were declared in the port of Athinios in Santorini.

With respect to the data collected, for April and May 2019, when the national measures, the social distance and restriction were imposed, for the protection against the virus, only 65 international and 159 domestic flights were recorded to the airport of Santorini according to the airport's statistical data. At that time, the access to and from the island was only aloud to professionals and permanent residents. In April, the domestic flights were 1,063 and the foreign flights 374, although it was off-season. Respectively for May 2019, when the most hotels reopen, 1,471 domestic and 862 international flights were recorded. In high-seasons and specifically for the months June and July a decreased in arrivals is noticed.

The tables below posted by Fraport give detailed information on the number of domestic and international flights and the number of passengers arrived for the years 2019 and 2020 as well as the total number of flights and passengers for the same years.

Table 4

Santorini Airport 2019-2020 Comparative Data of Arrivals

Santorini airport—2020 vs. 2019									
Passengers	Domestic			International			Total		
Month	2020	2019	%	2020	2019	%	2020	2019	%
January	29,159	33,832	-13.8	0	96	-100	29,159	33,928	-14.1
February	28,468	38,146	-25.4	287	207	38.6	28,755	38,353	-25
March	17,888	55,579	-67.8	27	1,356	-98	17,915	56,935	-68.5
April	540	103,891	-99.5	0	50,278	-100	540	154,169	-99.6
May	3,482	143,386	-97.6	0	117,272	-100	3,482	260,658	-98.7
June	14,110	160,735	-91.2	54	182,183	-100	14,164	342,918	-95.9
July	46,479	156,887	-70.4	53,673	229,479	-76.6	100,152	386,366	-74.1

Source: www.jtr-airport.gr.

Table 5

Sanorini Airport 2019-2020 Comparative Data of Flights

	Flights								
	Domestic			International			Total		
	2020	2019	%	2020	2019	%	2020	2019	%
January	458	346	31.6	2	6	-66.7	460	354	29.9
February	381	367	3.8	7	6	16.7	388	373	4
March	303	464	-34.7	7	20	-65	310	484	-36
April	63	1,063	-94.1	0	374	-100	63	1,437	-95.6
May	159	1,471	-89.2	0	862	-100	159	2,333	-93.2
June	339	1,853	-81.7	10	1,340	-99.3	349	3,193	-89.1
July	671	1,861	-63.9	598	1,670	-64.2	1,269	3,531	-64.1

Source: www.jtr-airport.gr.

Methodology

The paper focuses on the discussion on the reasons for and reactions to overtourism by the stakeholders of the tourism industry of the island. The paper analyses stakeholders' thoughts on how far tourism growth will go and which will be the consequences for the destination, how much and with which direction the COVID-19 pandemic will affect the destination, and finally how they consider to be the next day of tourism on the island after the pandemic.

The quantitative approach was chosen for this survey. This type of survey is based on the collection of information resulting from data measurements, which can be either quantitative or qualitative. Data analysis is undertaken with the use of specific statistical techniques. The main survey instrument in a quantitative survey is the structured questionnaire (Creswell, 2011), which was used in this survey and will be presented in detail below. The quantitative approach was considered appropriate since its purposes include the investigation and description of the views and beliefs of stakeholders. A semi-structured questionnaire was used to conduct the quantitative survey, which was based on survey questionnaires with the same or similar subject, in order to increase the validity and reliability of the answers.

The majority of the questions in this section were closed-ended, and especially belonging to a five-point Likert scale. The reasons that led to the choice of this type of questions were the possibility they provide to the researchers for easy comparison of the answers and their ease of coding. The fact that they do not provide the freedom of answers to the user is mentioned as an important disadvantage of this type of questions (Creswell, 2011) and, for this reason, the questionnaire also included two open-ended questions. Finally, the standardization of the classification of Likert type questions allows the analytical and statistical processing of the collected data, the formation of corresponding groups, as well as the quantitative estimation of the size of each group. In addition, the focus was on the clear content of the questions, being clearly worded, small in size, simple and understandable, while an effort was made to arouse the interest of the participants and to encourage them to answer honestly.

Prior to the drafting of the final questionnaire, a pilot questionnaire was distributed to five stakeholders of the island executives, who did not participate in the final survey, in order to identify possible ambiguities and duplications in the questions. Finally, the statistical analysis of the data was implemented with the statistical program SPSS v22, using appropriate descriptive statistics instruments.

The questionnaire was created in Google forms and sent to the study's participants by email. It is a short questionnaire with 10 questions, easy for participants to answer. The questionnaire was e-mailed to stakeholders and entrepreneurs in the field of tourism in Santorini. The questions are mainly closed-ended and two of them are open-ended. The questionnaire is divided in two parts. The first part is about overtourism on the island until 2019. The second part examines the new reality and how it affects the following years.

The sample was randomly selected and was found in the electronic lists and tourist guides of Santorini. The businesses chosen were from the hotel and food service sectors. Also travel agencies and wineries took part in this research.

350 questionnaires were sent and 109 of them were answered. This means that 31.1% of the stakeholders responded to the research and they have showed their concerns about the problems of the island.

Results

Research aims at discovering whether the stakeholders of the island have experienced overtourism and its impacts over the years, and how they will respond to the phenomenon from now on. The research seeks to find out what the stakeholders think should change on the island, whether they are willing to participate in the changing process, and if, due to the pandemic, they want to follow the principles of sustainable tourism development at the next tourist season.

As it is shown in the figure below, those who finally answered are distributed in various sectors. Slightly more than half of the sample belongs to the accommodation sector. Although Santorini is a small island, there are various accommodation options, due to the continuous reconstruction of the island. The next business sector in terms of percentage of participation, which is little less than 1/4 of the total, is food and beverage.

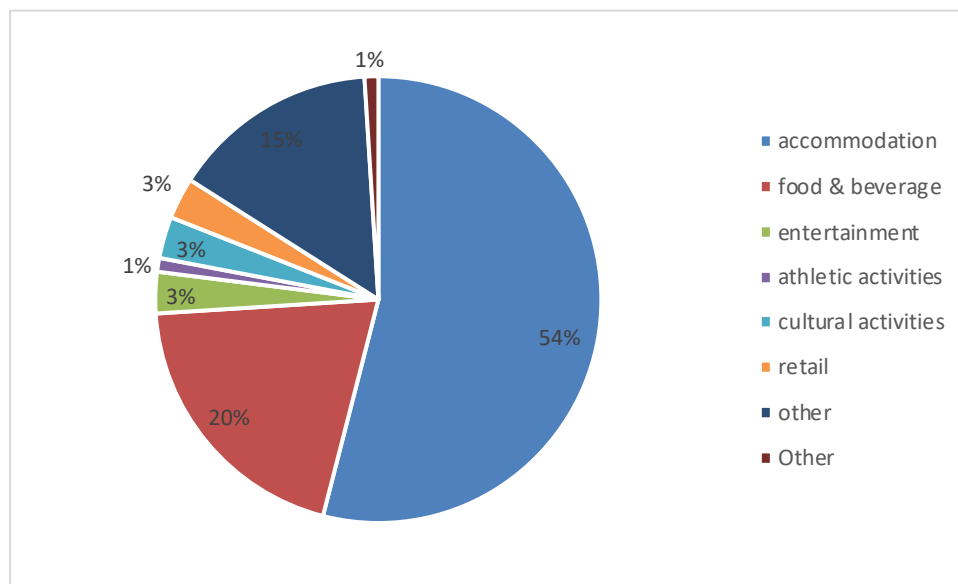


Figure 2. Respondent's sector of activity.

In the following part of the research the entrepreneur's perceptions are examined on the concept of overtourism referring to the past years. The respondents were asked to rate the island in terms of various topics concerning overtourism and tourism development. Almost everyone recognizes the increased tourist numbers on the island during the summer months. Half of the respondents considered difficulties in

transportation on the island, while 19.3% have neutral attitude, 10% consider transportation easy, and 21.1% do not have any difficulties. Key factors for answering this question are respondents' place of residence on the island, their place of residence during the months besides the summer season, but also the transportation hours on the island. However, the stakeholders do not have to travel every day at rush hours and may not realize the magnitude of the problem. On the other hand, the viewpoints of their clients influence their answers. Although most stakeholders consider that the visitors of the island are highly demanding, yet, the island can offer them a great variety of activities, haute cuisine, high quality services, luxury accommodation and dining, and an overall high level of tourist experience. It is also promising that a very large percentage believe in the potential of the island for further tourism growth. The answers to the relevant question generally confirm what has already been reported by theoretical and statistical sources during the analysis of the tourist destination.

However, there are always some exceptions, due to different perspectives or experiences. Such answers are also useful, as enable researchers to discover other viewpoints concerning the rising issues. Once the majority confirm the “rule”, it is a positive sign towards resolving these issues by following a certain direction. Moreover, according to the survey, it is almost certain that “this majority” will participate in the process.

The following Figure 3 gives an overview of the respondents' thoughts:

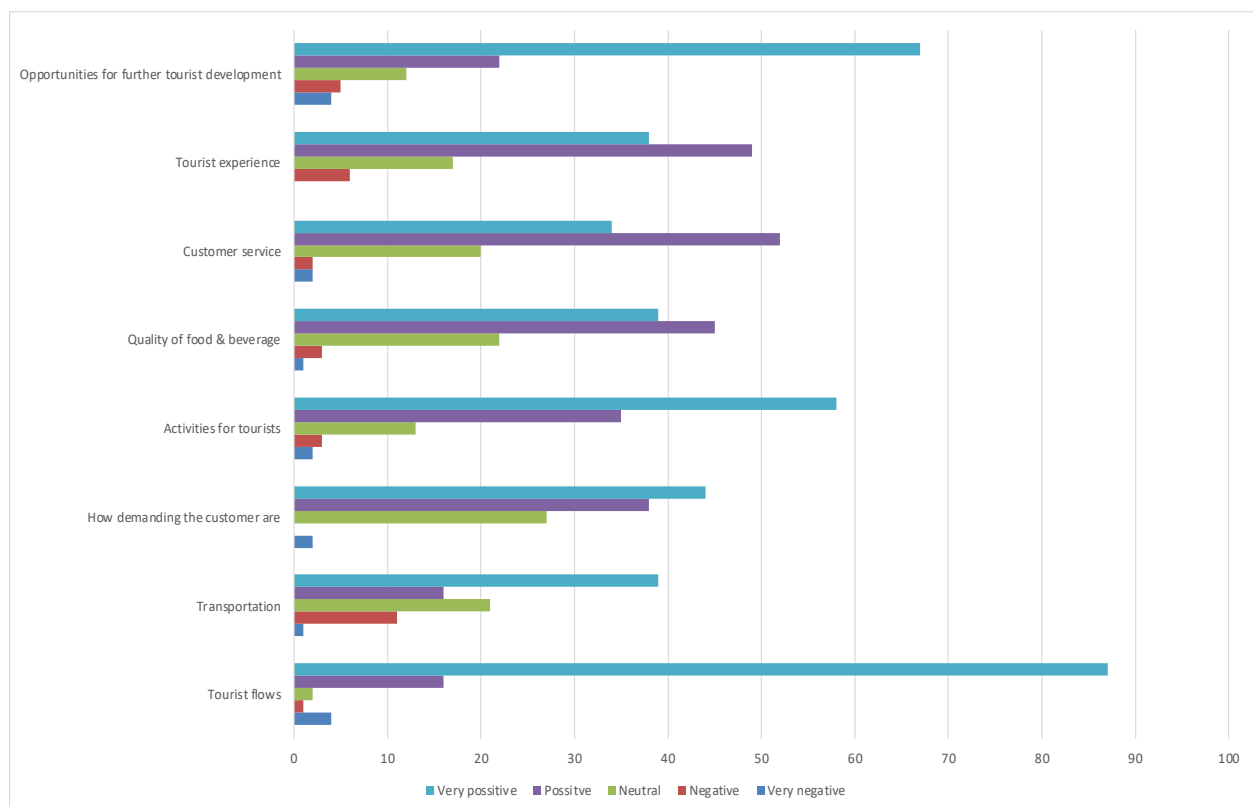


Figure 3. Respondents' thoughts on major issues concerning tourism in Santorini.

The next question contains a list of suggestions and shows whether the respondent agrees or disagrees. The following table includes the suggestions and the results based on the answers:

Table 6

Respondent's Views on Issues Caused by Overtourism

Your contact with the visitors of the island is not only formal but also extends to giving advice helping them feel the island.	105 out of 109 are in favor of this statement.
Santorini has great potential for alternative tourism development.	65% of respondents believe in the potential of the island to develop alternative forms of tourism.
There are solutions to the problem of "overtourism" in Santorini.	78% agree with this statement showing that they understand the problem of "overtourism" in the island. Attention must be paid to the 12% of the people who disagree because of ignorance or because they do not trust the people who are responsible for mitigating overtourism.
The increased tourist flows positively affects businesses.	More than half are enjoying the benefits of increased tourist flows but the rest begin to realize that profit is not the only driving force of their business.
The increased tourist flows positively affect the daily life on the island.	17% ignore the causes of the excessive number of tourists in their daily life. The percentage is not high, but it is worrying that they do not acknowledge the problem, while various surveys have proved the bad consequences of overtourism.
To achieve sustainable tourism in Santorini we would adjust business planning to keep pace with the general planning of the island.	A very important question for the course of the island. Fortunately, only 7.3% refuse to try to mitigate overtourism. Attention should be paid to those who are hesitant to give an answer, 27.5%. Finally, a 22% of the respondents agree in a more sustainable tourism planning for the island in order to mitigate the negative effects of overtourism and in order to offer high quality experiences in the visitors.

Almost all stakeholders agree on the necessity of a friendly interaction with their clients. It is clear the intention of the island's entrepreneurs to promote the beauties of their island and help visitors to have a unique tourist experience. Moreover, the friendly intentions of all entrepreneurs create a loyal clientele and an influential relationship that can help in decreasing the phenomenon of overtourism. Most of them believe that there is the potential of alternative forms of tourism in Santorini. 63% of respondents believe in the island's ability to remain first in visitors' preferences, but also to support alternative tourism in order to normalize the curve of arrivals and nights between mid-season and high season. Some stakeholders believe that this potential is limited and quite specific, but it still exists and others who feel ready to find solution to the problem of overtourism. 25% were unsure to support this statement, probably because they believe that although alternative options exist, they cannot reduce mass tourism. Finally, the 11% who disagree is a very small percentage and could be convinced and changed if a detailed tourist plan for the island will be developed, based on arguments and statistics.

Even though excessive tourist growth increases the income, but as the respondents pointed out, overcrowding for two months every year often disrupts the operation of their businesses and makes most people's life on the island difficult. In fact, the majority's intension is to re-plan and adjust the operation of their businesses to smooth things out and bring island's life back to normal.

The next question is about the importance of general interest issues to stakeholders. These issues are concerned with the environment and sustainable tourism. Fortunately, both are considered particularly important. Moreover, most of the stakeholders support that the quality of tourist experience and the quality of residents' life are very interesting too. In fact, the respondents regard these two issues as equally important. The participants were asked about the large number of tourists during the summer season, as well as about

off-season's tourism. Their answer was quite predictable as they believe that tourist numbers should increase in off-season. It is strange though most of the respondents think that the number of tourists should still increase in summer, as well. Most of the respondents want to see their businesses to flourish in high season but also during off-season, which is very controversial. Further research on this issue is recommended, since the answers to this question are not in line with the answers given so far.

Percentages of answers are shown in the table below:

Table 7

Respondents' Opinion on the Importance of Various Issues

	Very much important	Much important	In someway important	Not so important	Not at all important
Environment	80.7%	16.6%	1.8%	-	0.9%
Sustainable tourism	67%	28.5%	2.7%	0.9%	0.9%
Quality of tourist experience	69.7%	24.8%	3.7%	0.9%	0.9%
Quality of locals' life	66.10%	22.10%	10.10%	0.9%	0.9%
Profit	23.8%	53.2%	15.6%	5.5%	1.9%
Increase of tourist flows in summer	11.9%	33.9%	27.5%	18.4%	8.3%
Increase of tourist flows in mid-season	33%	38.5%	16.5%	8.3%	3.7%

Following the respondents were asked on the best time to visit Santorini. The most common answer is mid-season, and especially September, since it has all the advantages of the two summer months, but not the disadvantages of the over congestion summer months. Only three stakeholders recommend Santorini all year long. Few of them suggest Easter on the island possible because this is also an overcrowded period. The rest of them suggest visitation on May, June, September, and October, individually or in combination. Some of them justify their answers by characterizing the island as more humane, without so much crowding, with better prices, with better quality of tourist experience, during these months.

Closing the first part of the research, based on the answers of the stakeholders, it is concluded that the business world realized that the island is under a state of overtourism during the summer months and consequences may follow, due to this phenomenon. The realization of all these reveals that the island has been experiencing overtourism for several years and now the increase in profits, due to overtourism in the summer, cannot cover its negative effects on the other sectors. Besides maintaining a high business income, the aim is to save the environment and enhance the quality of tourist experience along with quality of residents' life. A shift will be wholeheartedly supported by the business world of the island.

The pandemic has altered the world and has also brought changes in the field of tourism. The second part of the research examines the opinions of the stakeholders of Santorini on whether and how the pandemic will affect the island at present and in the future.

While Greece dealt with the pandemic successfully in general, more than half of the participants consider this situation to have a high impact on the tourism sector. The travel bans, the restrictions, the controls, and the situation that other countries are in, cause uncertainty in the tourist sector—regardless of how Greece dealt with the pandemic and rather this view reflects 12.8% of the sample. 32.1 % do not think that tourism will be affected, despite the measures imposed by the Greek government this year and the next, due to the general uncertainty and the limited travel.

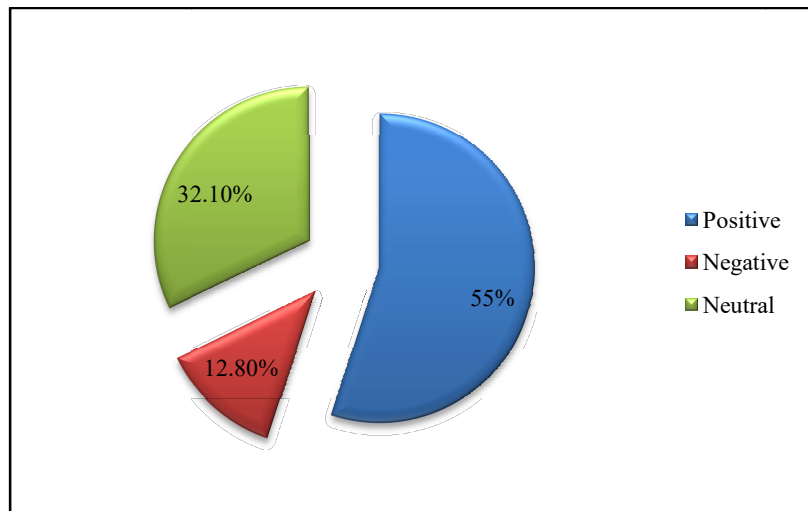


Figure 4. Impact of the COVID-19 pandemic on the island's tourism sector.

In the following question participants were asked whether they think that overtourism in Santorini will be evident in the season of 2020. Opinions are divided when dealing with overtourism and COVID-19 pandemic. It may be impossible to have overtourism in Santorini in the season 2020, but this is a good reason for changes in the near future with better management of the tourist flows. No one can guarantee it. There were efforts in the past without lasting results. Also, the economic loss this year may stop any kind of action to reduce tourist demand.

The division of entrepreneurs' views on this question is also shown in the following figure. Specifically, 48% do not believe that this will happen and 52% believe that this negative experience will lead to a new more positive tourism development. The negative response may hide the desire to recover next year, after this year's blow, while the positive response shows the percentage of people who believe in the saying "no harm, pure good" and will try for a better day in Santorini.

The next question provides a list of statements for the participants to either agree or disagree with. The first statement concerns about the relationship between reducing tourist numbers and increasing the quality of the tourist experience. The majority were positive about this. The pandemic has many negative effects, but to an overcrowded island until last year, it improves tourist experience for the same summer season. It is necessary to point out that the tourist experience during periods of overtourism does not correspond to the tourist experience Santorini can offer. However, those who visit the island this year will enjoy their holidays much more as the numbers of arrivals will be decreased and the island will not be overcrowded. 13% who disagree with this statement also show stakeholders concern for a tourist destination without tourists this year. The second statement introduces the possibilities of extending the tourist season in Santorini to balance the damages due to COVID-19. More than half join this view because Santorini has one of the largest tourist seasons in Greece. These companies show that after many years of operation, they are pleased with the extended season observed on the island. They further believe that this year the financial benefits will be increased, as long as a large volume of arrivals can be shifted in the autumn months. Those who disagree or do not give a clear answer reflect the fear of many others that this year it will be a very difficult tourist year, due to the pandemic, and they also express their uncertainty about the future.

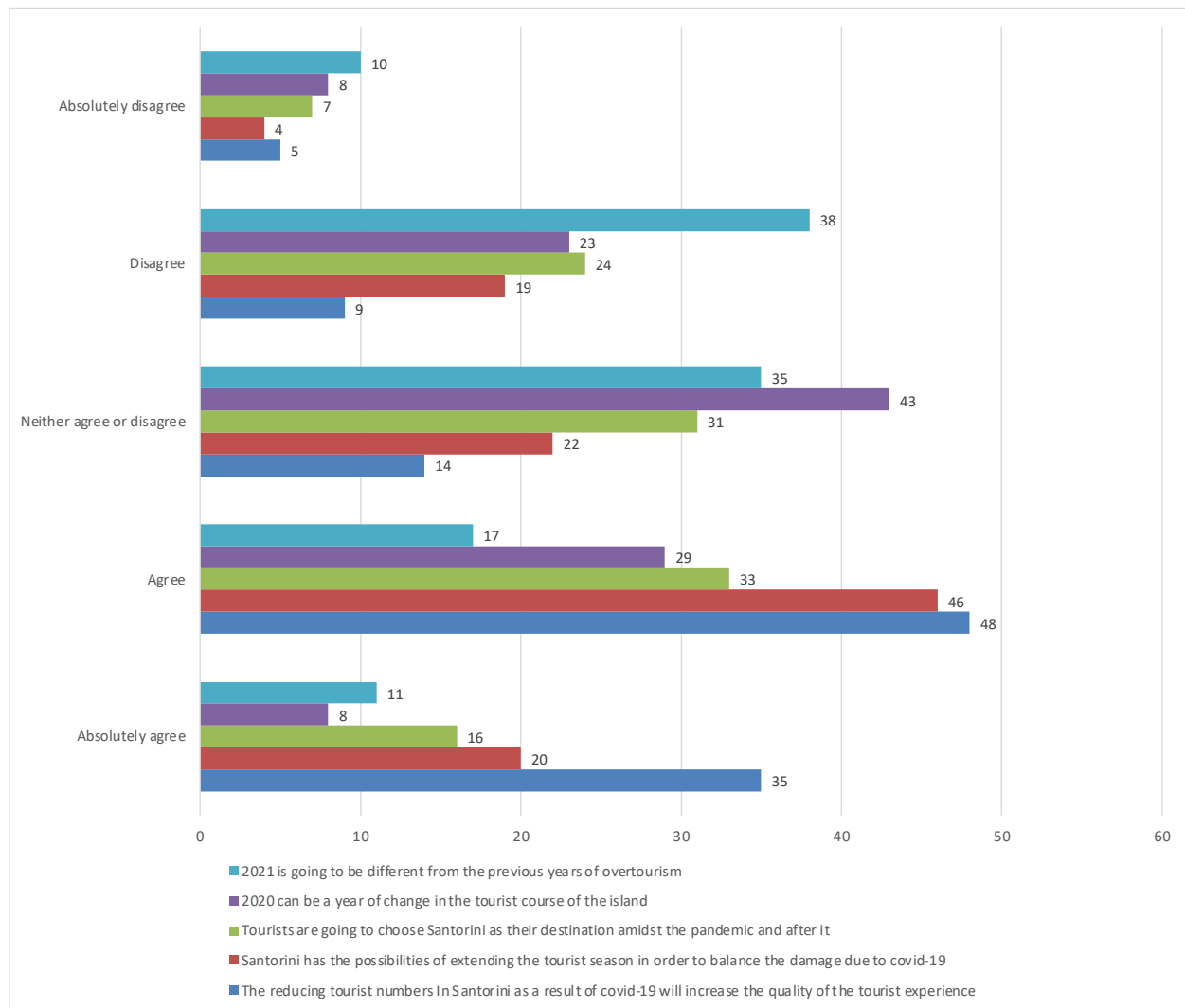


Figure 5. Impact of the COVID-19 pandemic on the island's tourism sector.

The next question is aiming at finding out if the respondents believe that Santorini is going to remain popular in the future. Are tourists going to choose it as their destination amidst the pandemic and after it? Less than half of the sample gave a positive answer, more than half gave a negative answer, and the rest fluctuated. The analysis of the results shows the respondents are concerned about the present situation. After the health crisis many believe that tourist flows will increase, but since the pandemic is not over yet, no one can surely predict what is going to happen. There are many bans and issues connected with COVID-19 this summer and scientists warn us that the pandemic will be here next year, too. Despite the instability in decisions for the tourism industry, there is a chance for development and improvement. However, all the people working in tourism industry are facing a new reality which needs to be managed by everyone and for as long as it lasts.

The last two statements aim to show the percentage of the optimistic entrepreneurs who also intent to support the changes the island needs. In the first statement the participants should respond whether they believe that 2020 can be a year of change in the tourist course of the island. The greatest percentage cannot express an opinion since they feel that it depends on government decisions, local authorities, and the tourist's preferences this year. The negative views are slightly more than the positive ones. This may imply two things. First, in the

future many will try to recover financially, instead of investing in sustainable tourist growth. Second, the participants are bored with theories and are very disappointed after so many fruitless efforts.

Finally, the participants need to respond to the last statement, if 2021 is going to be different from the previous years. A little less than half do not welcome this view. Firstly, they think that the great shock of the health crisis cannot just go away so quickly within a year. Secondly, the environmental changes without overtourism may lead to a new and better reality. Many of the respondents do not yet have a specific view on this statement, as governments make different decisions concerning the tourism industry, which depend on the phase of the pandemic and the country. Lastly, there is a percentage which agrees with the statement either because the participants believe that at the following year the pandemic will be left behind globally or because those who are involved in the tourism industry cannot see the need for putting brakes on overtourism.

The last question of the second part of the questionnaire is open-ended and seeks to find out if the companies are willing to change policies and put tourism back on track and adapt to the new reality due to COVID-19. Fortunately, only a few stated ignorance or no change, probably because they did not want to answer the open-ended question. A few others emphasized on the hygiene rules, protocols, and medical services of the island, which are essential under the certain circumstances and every entrepreneur should comply with the new demands. However, all these measures are going to last as long as the fear of the virus exists. The main objective is the change to be long-term and lead to sustainability. The medical services of the island along with crisis management plans should always be on hand and not only in during the pandemic.

A big part of the sample answers about cruise ships management. The data from the Municipal Port Fund of Thira justifies that every year about 900,000 visitors arrive in Santorini. Cruise ships anchor at the caldera and use the port of Athinios and the bay of Fira. From the port of Fira the visitors are transported by buses, while from the bay of Fira the cable car is used. Its initial transport capacity was 200,000 visitors per year; however since 2007 the number increased to more than a million visitors per year. Alternative for ascending Fira is through hiking, following the 587 steps, or with the donkeys. Santorini's port is one of the few where boats are used to transport to and from the cruise ship, as the morphology of the seabed requires them to remain most of the time in the open sea, because there is no possibility of approaching the port. Cruise ships arriving in Santorini bring from 4,000 to 20,000 visitors a day. The only alternative is the 15 minutes climb with the 53 traditional donkeys, which is not the most pleasant and safer way of transportation. It should be noted that since 2017 the municipality has imposed a daily maximum of 8,000 cruise tourists, due to the traffic problem created by the cruise on the island. All of the respondents acknowledge the fact that the unlimited cruise ship arrivals cause congestion and environmental pollution and bring very little profit to their businesses. Most of the respondents to this questionnaire are occupied in the field of hospitality. Therefore, an overcrowded island with tourists from cruise ships implies no profit for them. The appropriate infrastructures are another crucial issue and many participants referred to it. Such large numbers of tourists cannot be welcomed in a small port and airport. Bad road network and few parking areas are also huge problems. It is of at most necessity to pay attention to these problems so that the island can keep its brand name and upgrade it in the future. Even though most of the respondents belong to the hospitality sector, fortunately, they pointed out how important it is to limit construction permits. Every year in Santorini even more buildings are constructed to accommodate the increasing number of tourists. Therefore, the natural beauty of the caldera is gradually destroyed and causes further congestion on an island which already has more beds than its capacity can stand. Only a few stakeholders stated that profit is everything.

The stakeholders also point out other problems such as congestion in settlements, waste management, and environmental degradation. The shortage of water and electricity, the large increase of short-term rental accommodation are several other problems mentioned. Specifically, the latter seems to have serious economic consequences on the island, as residents and seasonal workers cannot find housing at reasonable prices.

The island needs a change in many fields such as cultivation of the land, local products, alternative tourism, and protection of the environment and natural resources. Suggestions show towards different directions but there are a few respondents who fully stated their intention to re-organize the tourist sector focusing on sustainability. Everybody stated, though, that changes are totally necessary. Some of them just wait for the government and the local authorities to make the changes and others want to be a part of them. The pandemic gives the opportunity for a quiet tourist year. It is an excellent chance for stakeholders to have time to exchange views, meet with tourist operators, focus on the sustainability of the island of Santorini, and make it happened. After the research and data analysis, a better picture of the island, its threats, and the opportunities the people should seize, are even clearer. The picturesqueness and uniqueness of the island along with the luxury it offers have created a very strong brand name worldwide. However, such great tourist recognition also brings great tourist flows which cause overtourism on a small island. The appearance of the pandemic may mean different things for Santorini. It could be an opportunity to adjust its tourism plan, to further develop its alternative forms of tourism and reduce overtourism and its negative effects. On the other hand, it could be a threat, if stakeholders think only of this year's financial blow and do not seize the opportunity that arises.

Discussion

Despite its popularity, the phenomenon of overtourism is not new and it is relatively vague, and it is used in order to describe more complex issues. What is new and different each time is the degree that it is changing tourism destinations and the rate of realization of this transformation by destinations, stakeholders', and local communities. Like other cognate concepts, i.e., sustainability, it does not give analytical methods on how to deal with these issues. Overtourism as a concept itself is not always the actual problem; the problem is the way tourism is planned and managed by destinations to the benefit of all sides involved.

Island destinations face specific limitations due to their restricted spatial size, limited and fragile natural, and cultural resources, together with difficulties in infrastructure and investments caused by high transportation and communication costs. In many cases islands can resist in overtourism just because of the previous physical limitations that act like physical regulatory mechanisms.

Main aim of this paper was to develop a deeper understanding and more nuanced insights on the reasons for and reactions to overtourism by the stakeholders of the tourism industry of the island destinations by taking under study the island of Santorini in Greece. The paper analyses stakeholders' thoughts on how far tourism growth will go and which will be the consequences for the destination, how much and with which direction the COVID-19 pandemic will affect the destination, and finally how they consider to be the next day of tourism on the island after the pandemic.

Research results show that before the pandemic the most stakeholders in Santorini realized the emergence of overtourism in the summer season and its effects on the island's life and to the experience gained by tourists. Overtourism makes the issue of mobility and transportation in Santorini very difficult for both locals and tourists. Most visitors in Santorini have high expectations and they believe that the experience gained from their vacation is affected from serious mobility issues they are facing during their stay on the island. At the

same time stakeholders realize other serious issues caused by large visitor numbers during summer season like shortages in water, wastewater treatment and infrastructure, together with high unfair competition on the field of accommodation caused by the rise of non-institutionalized establishments.

Tourism related professionals support that there are ways to mitigate overtourism through responsible management and collaboration that will eventually lead to change. Even though, a lot of people in the tourism industry are willing to contribute to sustainable tourism but currently they are mostly interested in economic rebounding, due to health crisis. Stakeholders of the tourist industry are not only interested in increasing their profit, but they are also exploring other aspects of tourist growth. Since daily life is quite difficult in high tourist season, it is advisable to promote mid-season tourism for high quality vacations. The quality of tourists' experience, the quality of the residents' daily life, and the protection of the environment are under consideration by most stakeholders.

The impact of this pandemic to the tourism supply chain and to all those related to the visitor economy on a local, regional, national, or global level, have suspended operations and now the industry is trying to restart in conditions of extreme uncertainty (Constantoglou, 2020). However, just as after the Greek fiscal crisis of 2009, where tourism was one of the sectors that reinforced the country's economy to rebound, the government is looking towards the tourism industry as one of the main sectors to help the economy to recover from the crisis caused by the pandemic. It is likely that overtourism issues will appear in the post-COVID-19 era as a new challenge for destinations and for Santorini precisely as the island is one of the flagship attractions of the Greek tourism industry.

The hospitality industry has always challenged themselves to new trends and innovative ideas that would be able to satisfy modern and traditional consumers and of course tourism regions responded accordingly. The co-evolution of innovative technologies and communication strategies leads to a quantum change in the way business is conducted. In this process of knowledge creation and understanding the way it works, tourism stakeholders, through efficient collaboration, ability to learn quickly and translate that knowledge into action rapidly, they will be able to gain competitive advantages in this high velocity of tourism marketplaces (Constantoglou, Katsoni, & Poulaki, 2020).

Tourism is a complex industry and affects the economy, natural, man-made, and cultural environment of a destination. Such management of overtourism is extremely difficult especially in islands where all resources are physically limited. Governments should shift their focus from the numbers of arrivals to other measures that examine either yield, expenditure per night or average length of stay. Increasing length of stay and revenue of each stay will help to achieve a greater spatio-temporal allocation of tourists and will also spread benefits to a greater portion of the local community. This strategy will help to plan tourism activity in the island in a more sustainable way.

References

- Alazaizeh, M., Hallo, J., Backman, S., Norman, W., & Vogel, M. (2015). Crowding standards at Petra Archaeological Park: A comparative study of McKercher's five types of heritage tourists. *Journal of Heritage Tourism*, 11(4), 364-381. doi:10.1080/1743873x.2015.1113977
- Aris Anuar, A., Ridzuan, F., Jaini, N., Sulaiman, F., & Hashim, N. (2019). The impact of overtourism towards local community in Heritage City. *Journal of Tourism & Hospitality*, 8(3). doi:10.35248/2167-0269.19.8.406
- Benner, M. (2020). The decline of tourist destinations: An evolutionary perspective on overtourism. *Sustainability*, 12, 3653. Retrieved from <https://doi.org/10.3390/su12093653>

- Buckley, R. (1999). An ecological perspective on carrying capacity. *Annals of Tourism Research*, 26(3), 705-708. doi:10.1016/S0160-7383(99)00011-0
- Butler, R. W. (1980). The concept of a tourist area cycle of evolution: Implications for management of resources. *The Canadian Geographer*, 24(1), 5-12.
- Butler, R. W. (2020). Tourism carrying capacity research: A perspective article. *Tourism Review*, 75(1), 207-211. Retrieved from <https://doi.org/10.1108/TR-05-2019-0194>
- Coccossis, H., Mexa, A., Collovini, A., Parpairis, A., & Konstandoglou, M. (2001). Defining, measuring and evaluating carrying capacity in European destinations. Environmental Planning Laboratory, University of the Aegean, Athens, Greece.
- Constantoglou, M. (2014). Creating a supply typology. Greece as a case study. *Tourismos*, 9(2), 33-67.
- Constantoglou, M. (2020). Destination management in Lesbos, Greece. Characteristics, preferences, images, satisfaction, and overall experience. *Business Ethics and Leadership*, 4(3), 81-106.
- Constantoglou, M., Katsoni, V., & Poulaki, I. (2020). The spatial impact of Airbnb in destination management: Spotting the differences among the Aegean Islands. *International Journal of Cultural and Digital Tourism*, 6(Special Issue in Destination Management), 22-36.
- Creswell, J. W. (2011). Controversies in mixed methods research. In N. K. Denzin and Y. S. Lincoln (Eds.), *Handbook of qualitative research* (4th ed.) (pp. 269-284). Thousand Oaks, CA: Sage.
- Destination Management Plan for Santorini. (2019). European bank for reconstruction and development. Retrieved on 28/02/2021 from <https://www.destinationmanagementplan.gr/wp-content/uploads/2019/12/Santorini-DMP.pdf>
- Diaz-Soria, I. (2017). Being a tourist as a chosen experience in a proximity destination. *Tourism Geographies*, 19(1), 96-117. doi:10.1080/14616688.2016.1214976
- Dodds, R., & Butler, R. (2019). *Overtourism. Issues, realities and solutions*. Berlin: De Gruyter. Oldenbourg. doi:<https://doi.org/10.1515/9783110607369>
- Edmundas Kazimieras Zavadskas. (2015). Sustainable tourism: A comprehensive literature review on frameworks and applications. *Economic Research-Ekonomska Istraživanja*, 28(1), 1-30. doi:10.1080/1331677X.2014.995895 Retrieved on December 18, 2020 from <http://www.tandfonline.com/doi/pdf/10.1080/1331677X.2014.995895?needAccess=true>
- Eliasson, E., & Valesco, K. (2018). Coping with overtourism: Redirecting tourism consumption through social media and the Internet (Master thesis, University of Gothenburg, 2018).
- Erschbamer, G., Innerhofer, E., & Pechlaner, H. (2018). Overtourism: How much tourism is too much? Bolzano-Bozen: Eurac Research, Center for Advanced Studies. Retrieved on 20 March 2021 from www.eurac.edu/en/research/center-for-advanced-studies/publications/Documents/10-05-Overtourism-EN.pdf
- Eugenio-Martin, J. L. (2011). Assessing social carrying capacity of tourism destinations with random utility models. *Estudios de Economia Aplicada*, 29(3), 881-902. doi:<https://doi.org/10.25115/eea.v29i3.4419>
- Friedman, T. L. (2020). Our new historical divide: B.C. and A.C.—the world before corona and the world after. *The New York Times*. Retrieved from <https://www.nytimes.com/2020/03/17/opinion/coronavirus-trends.html>
- Goodwin, H. (2017). The challenge of overtourism. *Responsible Tourism Partnership, Working Paper 4*. Retrieved on December 1, 2019 from <https://haroldgoodwin.info/pubs/RTP'WP4Overtourism01'2017.pdf>
- Gössling, S., McCabe, S., & Chen, N. (2020). A socio-psychological conceptualisation of overtourism. *Annals of Tourism Research*, 84, 102976. doi:10.1016/j.annals.2020.102976
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: A rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 1-20. doi:10.1080/09669582.2020.1758708
- Hall, C. M. (2008). *Tourism planning* (2nd ed.). Harlow: Pearson.
- Haywood, K. (2020). A post COVID-19 future—tourism re-imagined and re-enabled. *Tourism Geographies*, 22(3), 599-609. doi:10.1080/14616688.2020.1762120
- Huete, R., & Mantecon, A. (2018). The rise of tourismophobia: Research hypothesis or ideological noise? *Revista de Turismo y Patrimonio Cultural*, 16(1), 9-19. doi:10.25145/j.pasos.2018.16.001
- INSETE. (2019). Financial data of short-term rentals in Greece, through Airbnb and HomeAway platforms. Retrieved from <https://insete.gr/wp-content/uploads/2020/02/AirDNA-Short-Stay.pdf>
- INSETE. (2020). Short term rentals in ahring economy platforms comparative research for tourism and real estate market. Retrieved from https://insete.gr/wp-content/uploads/2020/11/20-11_Short_Term_Rentals_Supply_Characteristics.pdf
- Jamal, T., & Budke, C. (2020). Tourism in a world with pandemics: Local-global responsibility and action. *Journal of Tourism Futures*, 6(2), 181-188. doi:10.1108/JTF-02-2020-0014

- Jang, J., Jo, W., & Kim, J. S. (2020). Can employee workplace mindfulness counteract the indirect effects of customer incivility on proactive service performance through work engagement? A moderated mediation model. *Journal of Hospitality Marketing & Management*, 1-18. doi:10.1080/19368623.2020.1725954
- Jeuring, J. H. G., & Haartsen, T. (2017). The challenge of proximity: The (un)attractiveness of nearhome tourism destinations. *Tourism Geographies*, 19(1), 118-141. doi:10.1080/14616688.2016.1175024
- Jin, Q., Hu, H., & Kavan, P. (2016). Factors influencing perceived crowding of tourists and sustainable tourism destination management. *Sustainability*, 8(10), 976. doi:10.3390/su8100976
- Jurado, E. N., Damian, I. M., & Fernandez, A. (2013). Carrying capacity model applied in coastal destinations. *Annals of Tourism Research*, 43, 1-19. doi:http://dx.doi.org/10.1016/j.annals.2013.03.005
- Kang, M., & Gretzel, U. (2012). Effects of podcast tours on tourist experiences in a national park. *Tourism Management*, 33(2), 440-455. doi:10.1016/j.tourman.2011.05.005
- Kirwin, M., Harper, N. J., Young, T., & Itzvan, I. (2019). Mindful adventures: A pilot study of the outward bound mindfulness program. *Journal of Outdoor and Environmental Education*, 22(1), 75-90. doi:10.1007/s42322-019-00031-9
- Klanjšček, J., Geček, S., Marn, N., Legović, T., & Klanjšček, T. (2018). Predicting perceived level of disturbance of visitors due to crowding in protected areas. *PLoS One*, 13(6), 1-16. doi:10.1371/journal.pone.0197932
- Koens, K., Postma, A., & Papp, B. (2018). Is overtourism overused? Understanding the impact of tourism in a city context. *Sustainability*, 10(12), 43-84. Retrieved from <https://doi.org/10.3390/su10124384>
- Lee, T., & Hsieh, H. (2016). Indicators of sustainable tourism: A case study from a Taiwan's wetland. *Ecological Indicators*, 67, 779-787. doi:10.1016/j.ecolind.2016.03.023
- Lengyel, A. (2018). Spatial aspects of sustainability mindfulness and tourism (Ph.D. thesis, Szent Istvan University, 2018). Retrieved from https://archive2020.szie.hu/sites/default/files/lengyel_attila_thesis.pdf
- Lew, A. (16 March 2020). How to create a better post-COVID-19 world. *Medium*. Retrieved from <https://medium.com/new-earth-consciousness/creating-a-better-post-covid-19-world-36b2b3e8a7ae>
- Li, L., Zhang, J., Nian, S., & Zhang, H. (2017). Tourists' perceptions of crowding, attractiveness, and satisfaction: A second-order structural model. *Asia Pacific Journal of Tourism Research*, 22(12), 1250-1260. doi:<https://doi.org/10.1080/10941665.2017.1391305>
- Loureiro, S. M. C., Stylos, N., & Miranda, F. J. (2019). Exploring how mindfulness may enhance perceived value of travel experience. *The Service Industries Journal*, 40(11-12), 800-824. doi:10.1080/02642069.2019.1600672
- Manning, R. (2007). *Parks and carrying capacity. Commons without tragedy*. Washington, DC: Island Press.
- Mathew, P. V., & Sreejesh, S. (2017). Impact of responsible tourism on destination sustainability and quality of life of community in tourism destinations. *Journal of Hospitality and Tourism Management*, 31, 83-89. doi:<http://dx.doi.org/10.1016/j.jhtm.2016.10.001>
- Milano, C., Cheer, J., & Novelli, M. (2019). Overtourism: Excesses, discontents and measures in travel and tourism. CABI.
- Milano, C., Novelli, M., & Cheer, J. M. (2019). Overtourism and tourismphobia: A journey through four decades of tourism development, planning and local concerns. *Tourism Planning & Development*, 16, 353-354. doi:10.1080/21568316.2019.1599604
- Milano, D. (2017). *Overtourism and tourismphobia: Global trends and local contexts*. Barcelona: Ostelea School of Tourism and Hospitality. doi:10.13140/RG.2.2.13463.88481
- Navarro Jurado, E., Damian, I. M., & Fernández-Morales, A. (2013). Carrying capacity model applied in coastal destinations. *Annals of Tourism Research*, 43, 1-19. Retrieved from <https://doi.org/10.1016/j.annals.2013.03.005>
- Navarro Jurado, E., Ortega Palomo, G., & Torres Bernier, E. (2020). Propuestas de reflexion desde el turismo frente al COVID-19. Incertidumbre, impacto y recuperacion. *Universidad de Malaga*. Retrieved from https://www.i3t.uma.es/wp-content/uploads/2020/03/Propuestas-Reflexiones-Turismo-ImpactoCOVID_i3tUMA.pdf
- Nepal, S. (2020). Adventure travel and tourism after COVID-19—business as usual or opportunity to reset? *Tourism Geographies*, 22(3), 646-650. doi:10.1080/14616688.2020.1760926
- Neuts, B., & Nijkamp, P. (2012). Tourist crowding perception and acceptability in cities. *Annals of Tourism Research*, 39(4), 2133-2153. doi:10.1016/j.annals.2012.07.016
- Neuts, B., Nijkamp, P., & Van Leeuwen, E. (2012). Crowding externalities from tourist use of urban space. *Tourism Economics*, 18(3), 649-670. Retrieved from <https://doi.org/10.5367/te.2012.0130>
- O'Reilly, A. M. (1986). Tourism carrying capacity: Concept and issues. *Tourism Management*, 7(4), 254-258. doi:[https://doi.org/10.1016/0261-5177\(86\)90035-X](https://doi.org/10.1016/0261-5177(86)90035-X)

- Oklevik, O., Gössling, S., Hall, C., Steen Jacobsen, J., Grøtte, I., & McCabe, S. (2019). Overtourism, optimisation, and destination performance indicators: A case study of activities in Fjord Norway. *Journal of Sustainable Tourism*, 27(12), 1804-1824. doi:10.1080/09669582.2018.1533020
- OTS Webinar Series. (2020). After the virus. Retrieved on 15 April, 2020 from <https://www.youtube.com/watch?v=nF05j7HD4yE&fbclid=IwAR1w7xXdbhiJ4byaWLBtMtpkHCBxEHkKtFal4ghZxUDbWxwyb6NsgW-2jJo>
- Papathanassis, A. (2017). Over-tourism and anti-tourist sentiment: An exploratory analysis and discussion. *Ovidius University Annals, Economic Sciences Series*, 17(2), 288-293. Retrieved on 15/08/2021 from <https://stec.univ-ovidius.ro/html/anale/ENG/2017-2/Section%20III/25.pdf>
- Pechlaner, H., Innerhofer, E., & Erschbamer, G. (2020). *Overtourism*. Abingdon, Oxon: Routledge.
- Peeters, P., Gössling, S., Klijs, J., Milano, C., Novelli, M., Dijkmans, C., ... Postma, A. (2018). Overtourism: Impact and possible policy responses. Retrieved from <https://research4committees.blog/2019/01/17/overtourism-impact-and-possible-policy-responses/>
- Popp, M. (2012). Positive and negative urban tourist crowding: Florence, Italy. *Tourism Geographies*, 14(1), 50-72. doi:10.1080/14616688.2011.597421
- Rasoolimanesh, S., Jaafar, M., Marzuki, A., & Abdullah, S. (2016). Tourist's perceptions of crowding at recreational sites: The case of the Perhentian Islands. *Anatolia*, 28(1), 41-51. doi:10.1080/13032917.2016.1247288
- Ritter, T., & Pedersen, C. (2020, April 15). Assessing coronavirus's impact on your business model. *Harvard Business Review*. Retrieved from <https://hbr.org/2020/04/assessing-coronaviruss-impact-on-your-business-model>
- Romagosa, F. (2020). The COVID-19 crisis: Opportunities for sustainable and proximity tourism. *Tourism Geographies*, 22(3), 690-694. doi:10.1080/14616688.2020.1763447
- Sæþórsdóttir, A., Hall, C., & Wendt, M. (2020). From boiling to frozen? The rise and fall of international tourism to Iceland in the era of overtourism. *Environments*, 7(8), 59. doi:10.3390/environments7080059
- Schmuck, L. (2019). Residents' perspective on overtourism in Vienna (Bachelor thesis, Modul University Vienna, 2019).
- Seraphin, H., Zaman, M., Olver, S., Lajoine, S., & Dosquet, F. (2019). Destination branding and overtourism. *Journal of Hospitality and Tourism Management*, 38, 1-4. doi:10.1016/j.jhtm.2018.11.003
- Shelby, B., & Heberlein, T. (1984). A conceptual framework for carrying capacity determination. *Leisure Sciences*, 6(4), 433-451. doi:10.1080/01490408409513047
- Smith, S. M. (2017). Organizational ambidexterity: Welcome to Paradox City. *Human Resource Management International Digest*, 25(1), 1-3. doi:http://dx.doi.org/10.1108/HRMID-06-2016-0087
- Soydanbay, G. (2017). A systemic analysis of overtourism and tourismophobia: What destinations can do about it. Retrieved on 15 December, 2020 from <http://placebrandobserver.com/overtourism-tourismophobia-causes-solutions>
- Spilanis, G. (2020). Santorini tourist observatory. Retrieved on 19 December, 2021 from http://cycladesplus.gr/wp-content/uploads/2017/06/paratiritirio_819981689.pdf
- Stanchev, R. (2017-2018). The most affected European destinations by over-tourism, 2017-18. Universitat de les Illes Balears. Retrieved on 10 December, 2020 from https://dspace.uib.es/xmlui/bitstream/handle/11201/148140/Stanchev_Rostislav.pdf?sequence=1&isAllowed=y
- Stankov, U., & Filimonau, V. (2019). Co-creating "Mindful" holiday resort experience for guests' digital well-being. In J. Pesonen and J. Neidhardt (Eds.), *Information and communication technologies in tourism 2019* (pp. 200-211). NY: Springer International Publishing. doi:10.1007/978-3-030-05940-8_16
- Stankov, U., Cikić, J., & Armenski, T. (2018). Should tourism sector be responsive to New Age lifestyles? In *5th International Conference on Contemporary Marketing Issues (ICCMi) 2017* (p. 636). Thessaloniki: Alexander Technological Educational Institute (ATEI) of Thessaloniki; Manchester Metropolitan University. June 21-23, 2017.
- Stankov, U., Filimonau, V., & Vujičić, M. (2020). A mindful shift: An opportunity for mindfulness-driven tourism in a post-pandemic world. *Tourism Geographies*, 22(3), 703-712. doi:10.1080/14616688.2020.1768432
- Stankov, U., Filimonau, V., Gretzel, U., & Vujičić, M. D. (2020). E-mindfulness—the growing importance of facilitating tourists' connections to the present moment. *Journal of Tourism Futures*, 6(3), 239-245. Retrieved from <https://doi.org/10.1108/JTF-11-2019-0135>
- Stansfield, C. A. (1978). Atlantic City and the resort cycle: Background to the legalization of gambling. *Annals of Tourism Research*, 5(2), 238-251. Retrieved from <https://doi.org/10.1177/0047287578017002152>
- Stokols, D. (1972). A social-psychological model of human crowding phenomena. *Journal of the American Planning Association*, 38(2), 72-83. doi:10.1080/01944367208977409

- Taiminen, S. (2018). The negative impacts of overtourism on tourism destination from environmental and socio-cultural perspectives (Bachelor thesis, Arcada University, 2018).
- Theobald, W. (2012). *Global tourism* (3rd ed.). Retrieved on 28 November, 2020 from https://books.google.gr/books?hl=el&lr=&id=SYssBgAAQBAJ&oi=fnd&pg=PA25&dq=what+we+need+to+travel&ots=4TKK5TGkfp&sig=iZTSThacttrM6mAXY38oYlps1zI&redir_esc=y#v=onepage&q=what%20we%20need%20to%20travel&f=false
- Toposophy. (2019). Destination management plan for Santorini. Athens. Retrieved from <https://www.destinationmanagementplan.gr/en/#files>
- Trauer, B. (2006). Conceptualizing special interest tourism—frameworks for analysis. *Tourism Management*, 27(2), 183-200. doi:<https://doi.org/10.1016/j.tourman.2004.10.004>
- Tremblay-Huet, S. (2020). COVID-19 leads to a new context for the “right to tourism”: A reset of tourists’ perspectives on space appropriation is needed. *Tourism Geographies*, 22(3), 720-723. doi:10.1080/14616688.2020.1759136
- Tucker, H., & Akama, J. (2012). Tourism as postcolonialism. In T. Jamal and M. Robinson (Eds.), *The SAGE handbook of tourism studies* (pp. 504-520). Thousand Oaks, California: Sage.
- UNWTO. (1981). Saturation of tourist destination: Report of the Secretary General. Madrid: WTO.
- UNWTO. (1983). Risks of saturation of tourist carrying capacity overload in holiday destinations. Madrid: WTO.
- UNWTO. (2019a). “Overtourism”? Understanding and managing urban tourism growth beyond perceptions. Madrid: WTO. Retrieved on December 4, 2020 from <https://atlantea.news/wp-content/uploads/2018/09/overtourism.pdf>
- UNWTO. (2019b). Sustainable development of tourism. Madrid: WTO. Retrieved on December 18, 2019 from <http://sdt.unwto.org/content/about-us-5>
- UNWTO. (2021). Covid-19 and Tourism. 2020: A year in a review. Madrid: WTO. Retrieved on December 18, 2020 from https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-12/2020_Year_in_Review_0.pdf
- Vainikka, V., & Vainikka, J. (2018). Welcoming the masses, entitling the stranger—commentary to Gill. *Fennia*, 196(1), 124-130. doi:<https://doi.org/10.11143/fennia.70227>
- Vaske, J., Donnelly, M., & Petrucci, J. (1996). Country of origin, encounter norms, and crowding in a front country setting. *Leisure Science*, 18(2), 161-176. doi:10.1080/01490409609513279
- Wall, G. (2020). From carrying capacity to overtourism: A perspective article. *Tourism Review*, 75(1), 212-215. doi:10.1108/TR-08-2019-0356
- Wamsler, C., Brossmann, J., Hendersson, H., Kristjansdottir, R., McDonald, C., & Scarampi, P. (2018). Mindfulness in sustainability science, practice, and teaching. *Sustainability Science*, 13(1), 143-162. doi:10.1007/s11625-017-0428-2
- Weber, F., Stettler, J., Priskin, J., Rosenberg-Taufer, B., Ponnappareddy, S., Fux, S., ... Barth, M. (2017). *Tourism destinations under pressure. Challenges and innovative solutions*. Lucerne, Switzerland: Lucerne University of Applied Sciences and Arts. Retrieved from https://static1.squarespace.com/static/56dacbc6d210b821510cf939/t/5906f320f7e0ab75891c6e65/1493627704590/WTFL_study+2017_full+version.pdf
- WHO. (2020a). Coronavirus. Retrieved on November 13, 2020 from https://www.who.int/health-topics/coronavirus#tab=tab_1
- WHO. (2020b). Rolling updates on coronavirus disease (COVID-19). Retrieved on November 13, 2020 from <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/events-as-they-happen>
- Wilson, J., & Pile, T. (2015). *Mindful America the mutual transformation of Buddhist meditation and American culture*. Oxford: Oxford University Press.
- Yaşlı, F., & Emir, O. (2020). Conceptual study on early stage of overtourism in the tourism area life cycle perspective: The case of Eskişehir. *Journal of Tourism and Gastronomy Studies*, 8(4), 16-29. doi:10.21325/jotags.2020.667
- Zehrer, A., & Raich, F. (2016). The impact of perceived crowding on customer satisfaction. *Journal of Hospitality and Tourism Management*, 29, 88-98. doi:10.1016/j.jhtm.2016.06.007
- Zolfani, S. H., Sedaghat, M., Maknoon, M., & Zavadskas, E. K. (2015). Sustainable tourism: A comprehensive literature review on frameworks and applications. *Economic Research-Ekonomska Istraživanja*, 28(1), 1-30. doi:10.1080/1331677X.2014.995895