

Strategic Management of Events and Perceived Urban Destination Attractiveness: Evidence from Lisbon

Filipe Segurado SEVERINO


Faculdade de Economia, Universidade do Algarve, Escola Superior de Ciências Empresariais, Instituto Politécnico de Setúbal, CiTUR - Centre for Tourism Research, Development and Innovation, Portugal

 0000-0002-9865-4664

filipe.severino@esce.ips.pt

Teresa COSTA


Escola Superior de Ciências Empresariais, Instituto Politécnico de Setúbal, CIEQV - Life Quality Research Centre, Portugal

 0000-0001-5252-121X

teresa.costa@esce.ips.pt

Célia M. Q. RAMOS

Escola Superior de Superior de Gestão, Hotelaria e Turismo, Universidade do Algarve, CInTURS – Centre for Tourism, Sustainability and Well-being, CIEO – Centre for Spatial and Organizational Dynamics, Portugal

 0000-0002-3413-4897

cmramos@ualg.pt

Abstract

Urban destinations increasingly deploy events as strategic instruments to amplify competitiveness, stimulate visitation and sustain demand beyond peak seasons. However, their effective contribution to destination management, particularly in the post-pandemic urban tourism landscape, remains insufficiently evidenced. This study examines Lisbon through a mixed-methods design that combines a structured intercept survey of 388 non-resident visitors with a focus group involving nine directors of four- and five-star hotels in the metropolitan area. Quantitatively, events emerge as a relevant but segmented pull factor: their importance is concentrated among short-stay visitors, younger and highly educated travellers, and full-time professionals, who also register the highest satisfaction with event experiences. Satisfaction with events is generally favourable and is closely associated with their experiential, symbolic and emotional value. Qualitatively, hotel directors describe large concerts, congresses and public programmes as decisive triggers of demand, generators of extended stays and catalysts of repeat visitation, while noting that these effects are systematically under-captured by hotel booking and reporting systems. The discussion further reveals structural coordination gaps, including limited communication between event organisers, municipalities and accommodation providers, the absence of an integrated events calendar, and the lack of shared data on event-motivated travel. The study argues that events in Lisbon operate not only as temporal attractors but as experiential enhancers of destination image, memorability and competitiveness. Yet, their strategic potential remains only partially realised due to governance and information constraints that limit integrated planning and evidence-based management.

Keywords: Destination management; events; urban tourism; tourist perception; Lisbon.

JEL Classification: L83; R58; Z31; Z33; Z38.

DOI: <https://doi.org/10.24818/ejis.2026.01>

1. Introduction

Lisbon has emerged as a prominent urban destination in Southern Europe, marked by the preservation of its historical character and a growing attractiveness to international visitors and investors (Estevens et al., 2023; Sequera & Nofre, 2019). The city's strategic positioning, both

geographically and culturally, has enabled it to attract a wide spectrum of visitors, including leisure tourists, business travellers, and event participants (Richards & Marques, 2025). In this context, events and festivals, including cultural and international gatherings, increasingly contribute to Lisbon's tourism appeal, particularly during the low season. Their role in enhancing urban visibility and diversifying the visitor experience aligns with broader trends observed in competitive urban destinations (Connell et al., 2015; Díez-Pisonero, 2025; Machado et al., 2024).

In the field of destination management, events can be used to promote differentiation and generate experiential value, as they offer immersive and authentic experiences shaped by local context and stakeholder interaction (Andreis & Carioni, 2022; Rust, 2020). They not only stimulate tourist flows but also enhance the symbolic image of the destination and its perceived uniqueness (Getz & Page, 2020). When aligned with destination assets and integrated into tourism planning, events have the potential to foster deeper visitor engagement, emotional connection, and co-created value experiences, thus contributing to the long-term vitality and attractiveness of the place (Folgado-Fernández et al., 2021; Niu et al., 2025). In Lisbon, large-scale urban projects and the strategic use of events, such as Expo 98 and the European Capital of Culture, have exemplified how events can be strategically leveraged to promote symbolic revalorization, reinforce cultural identity, and broaden the city's tourism offer (Santos, 2019).

However, the COVID-19 pandemic triggered a profound shift in the events sector, highlighting the fragility of centralized, high-density formats and accelerating new expectations regarding health, sustainability, and social inclusion (Chun et al., 2024; Dolasinski & Roberts, 2025). In the aftermath, event management practices have increasingly emphasised decentralised programming, closer alignment with community values, and the integration of sustainability principles. In this context, destinations such as Lisbon are increasingly called to reflect on the evolving role of events within sustainable tourism strategies, particularly as post-pandemic patterns of cultural tourism point to a growing importance of decentralized, community-rooted, and locally engaging experiences (Richards & Fernandes, 2023). Yet, for Lisbon, systematic, destination-level evidence remains scarce on how events contribute to tourism, relative to other destination attributes.

Considering these transformations, this study seeks to examine how events contribute to Lisbon's appeal as a tourist destination, from the perspective of external visitors. Specifically, it aims to: 1) investigate the importance of events as pull factors in the decision-making process of tourists, and how they compare with other dimensions of attractiveness; 2) assess the perceived relevance and satisfaction associated with events, in order to understand their experiential and emotional resonance; and 3) analyse the integrated impact of events on the destination's touristic dynamics, exploring their strategic role in reinforcing Lisbon's visibility, competitiveness, and visitor engagement. By addressing these dimensions, the study offers a multidimensional understanding of how events influence motivations, perceptions, and behaviours within the urban tourism ecosystem.

These objectives are particularly relevant in the current post-pandemic landscape, where destinations must redefine their value propositions and adapt to more conscious, experience-driven tourism. Events have the potential to serve as catalytic platforms not only for attracting visitors, but also for fostering a sense of belonging, enhancing place identity, and promoting sustainable tourism practices. Understanding how tourists perceive the role and value of events is thus essential for informing destination marketing strategies and policy design. In this sense, Lisbon provides a pertinent case for exploring how event-based tourism can be aligned with inclusive, resilient, and differentiated destination development models.

2. Literature Review

2.1. The role of events in tourist attractiveness and destination differentiation

In the context of increasing competition among destinations, events are increasingly used to attract visitors and diversify the tourism offer through structured portfolios and emotional engagement strategies (Folgado-Fernandez et al., 2021; Garrod & Almeida, 2023). Far beyond entertainment, events are now central to tourism marketing strategies, enabling destinations to position themselves through immersive, memorable, and identity-rich experiences (Getz & Page, 2020; Gómez-Suárez & Yagüe, 2021).

Promotion, one of the core elements of the marketing mix, relies heavily on communication tools that engage audiences (Bojanic, 2008; Salman et al., 2017). Events are among the most effective instruments in this regard, offering live, sensory experiences that traditional advertising cannot replicate (Crowther, 2010; Gómez-Suárez & Yagüe, 2021; Wood, 2009). They foster direct interaction between the destination and its audiences, generate emotional connections, and encourage return visits, thus strengthening destination loyalty and behavioural intentions (Edu et al., 2019; Daniel et al., 2012; Getz & Page, 2020).

Events also contribute significantly to the symbolic differentiation of destinations (Gonçalves & Umbelino, 2017). By embodying local traditions, values, and narratives, they serve as platforms for storytelling and identity construction (McCartney & Osti, 2007; Richards, 2007; Wyatt & Rossetti, 2024). Whether rooted in tradition or themed around contemporary cultural trends, events offer content that distinguishes a destination from its competitors (Marujo, 2015).

Authenticity is a key concept in understanding the tourist appeal of events (McCartney & Osti, 2007; Zhang & Deng, 2022). Many visitors seek encounters with cultural practices perceived as genuine or traditional (Barretto, 2008; Uslu et al., 2024). Events that engage local communities in their organization are more likely to be perceived as authentic, as community involvement helps distinguish genuine cultural expressions from staged representations (Le et al., 2024; McCartney & Osti, 2007). However, authenticity is often constructed by the visitor, and even staged events may be experienced as authentic if they align with personal expectations and symbolic imagination (Chhabra et al., 2003; Li & Li, 2022).

In parallel, the exotic also plays a central role in motivating event participation (Kassean & Gassita, 2013; Kruczek, 2011). Events that feature unfamiliar aesthetics, languages, or customs attract audiences seeking novelty and cultural difference (Akgunduz & Coşar, 2018; Kassean & Gassita, 2013). This appeal supports both domestic tourism and the internationalization of the destination's image.

Beyond their symbolic power, events are also a form of experiential marketing (Alam, 2024; Crowther, 2010). Through high-quality design, immersive atmosphere, and coherent theming, events can create emotionally engaging environments that contribute to visitor experience and satisfaction (Berridge, 2007; Shone & Parry, 2004; Ryan, 2003). The memorability and impact of an event are often tied to the uniqueness and emotional intensity of the experience it offers, especially when visitors actively engage and connect with the event's atmosphere and activities (Crowther, 2010; Folgado-Fernandez et al., 2021).

Successful events contribute not only to immediate attractiveness but also to long-term positioning (Gonçalves & Umbelino, 2017). By reinforcing the uniqueness of the destination

and enabling differentiation in crowded markets, they serve as competitive advantages (Majumder, 2025). Moreover, they act as platforms for public-private collaboration, community involvement, and cultural continuity, enriching the destination beyond the tourist gaze (Marujo, 2015; Richards & Jarman, 2021).

In sum, events are not ancillary but central to tourism attractiveness. They encapsulate place identity, stimulate emotional and symbolic engagement, and offer high differentiation value. Strategically designed and communicated, events can be positive tools in shaping a destination's image and appeal (Abou-Shouk et al., 2024).

2.2. Communication, innovation and experience as drivers of event perception

In the current context of intense market competitiveness, the perception of events by tourists is increasingly influenced by the capacity of organizers to differentiate their offerings through communication strategies, innovation and experiential value (Agyeiwaah & Zhao, 2024; Alam, 2024; Zhang & Deng, 2022). Traditional competitive advantages based solely on price are no longer sufficient. Instead, it is the quality, uniqueness and emotional resonance of experiences that drive demand and loyalty (Li et al., 2023; Zhou & Yu, 2022).

Innovation has become a critical dimension in event management and tourism more broadly (Aktepe & Demirci, 2024). It is no longer confined to technological breakthroughs but is perceived as any intentional and contextually novel solution that adds value to the consumer experience (Kampylis et al., 2012; Peng et al., 2023; Sethi et al., 2001). From this perspective, innovation encompasses the transformation of intangible and perishable tourism services into emotionally engaging and memorable encounters. In tourism, where consumer expectations are deeply subjective, innovation requires not only originality but also practical applicability and resonance with individual preferences (Corazza, 2016; Damasio et al., 2015; Torres & Godinho, 2023).

Communication plays a central role in shaping these perceptions (John et al., 2024). This communicative impact can be observed across diverse channels such as advertising and storytelling, which have been shown to influence emotional arousal and memorability in tourism promotion (Ma et al., 2024), as well as through word-of-mouth sharing and social media engagement, which contribute to visitors' emotional connection and intention to revisit (Ko et al., 2022). Evidence from tourism and hospitality education contexts suggests that acceptance and continued use of digital platforms are strongly shaped by perceived usefulness and ease of use (Kumar et al., 2021), reinforcing the need for event-related digital touchpoints to minimise perceived complexity and clearly signal value. Communication is also a key in how innovation is framed and understood by participants: it determines whether a new feature is perceived as appealing or disruptive, meaningful or superfluous (Smith et al., 2023; Unson et al., 2023).

The perceived value of an event depends not only on the novelty of its content but also on its symbolic, functional and hedonic benefits (Hervás et al., 2020; Vogt, 2013). Participants tend to evaluate experiences based on how different and exciting they are compared to previous encounters but also based on whether they are emotionally rewarding and socially meaningful (Im & Workman, 2004; Skavronskaya et al., 2020; Smith & Colgate, 2007). The customer's journey, before, during and after the event, is shaped by a series of contact points that are opportunities for innovation and emotional connection (Lemon & Verhoef, 2016; Voss &

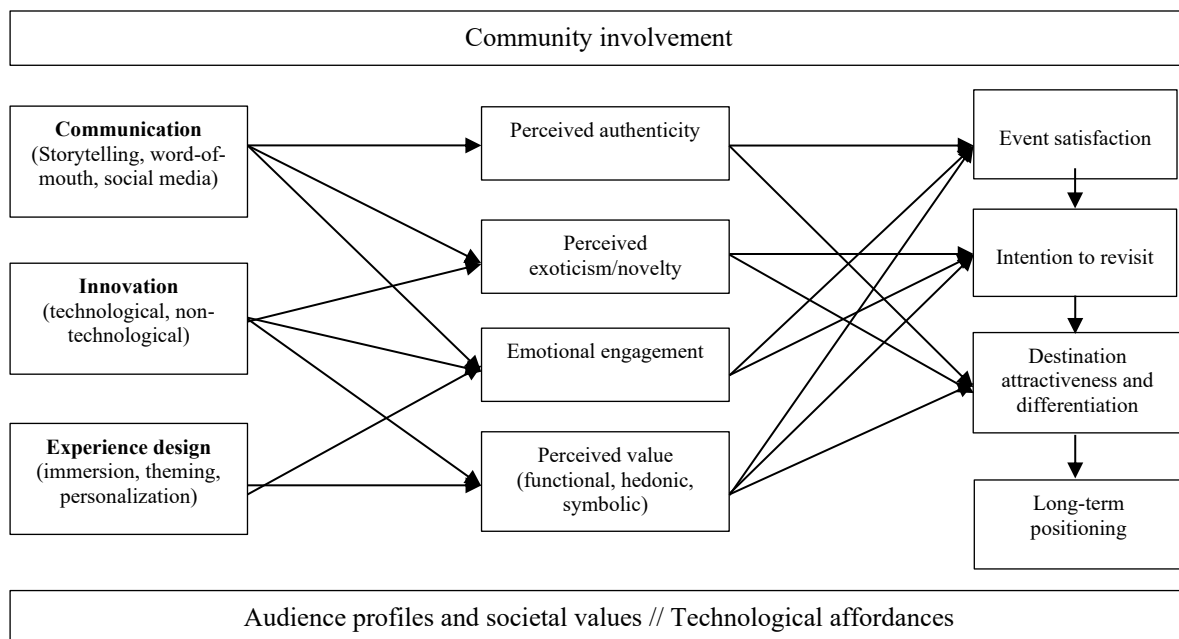
Zomerdijk, 2007). Therefore, successful events must manage the entire experiential process, from expectation management to post-event recall, in a cohesive and creatively differentiated manner (Allen, 2004; Coles et al., 2022; Davey et al., 2023).

Events that successfully integrate innovation and experience often emerge as hybrid and multisensory platforms that engage participants cognitively, emotionally and socially (Pencarelli et al., 2013; Richards et al., 2023). This includes not only the use of advanced technologies but also the inclusion of meaningful narratives, personalized engagement, and immersive design (Araújo & Araújo, 2013; Pencarelli et al., 2013). Moreover, innovation in events should not be viewed as a one-time intervention but as a systemic and ongoing process that reflects evolving societal values, audience profiles and technological affordances (Lockstone-Binney et al., 2013; Unson et al., 2023).

It is possible to say that the perception of events is co-constructed through innovative content, effective communication, and immersive experiences. By fostering emotional engagement and delivering uniqueness, events enhance their perceived value and contribute meaningfully to the identity and differentiation of tourism destinations.

Taken together, the literature suggests that events can operate as strategic platforms for destination positioning by shaping perceptions and experiences through coordinated design, communication and stakeholder alignment. Figure 1 synthesises this logic as a theory-informed framework, proposing interrelated pathways through which event attributes and management are theorised to be associated with perceived authenticity, perceived novelty/exoticism, emotional engagement, and perceived value. These perceptions are conceptually linked to event satisfaction and to behavioural intentions (including intention to revisit), consistent with tourism evidence showing that overall evaluations of the experience are associated with return intentions (Edu et al., 2019). The framework is used in the present study primarily as an integrative guide for interpretation and for structuring the mixed-methods logic, rather than as a fully tested causal model.

Figure 1. Conceptual model: how communication, innovation and experience design shape event perceptions and urban destination outcomes



Source: Own elaboration.

Although Figure 1 articulates a theory-informed logic grounded in prior literature, not all constructs and links are directly operationalised in the present study. The empirical analyses therefore focus on a subset of the framework centred on event-related evaluations and destination attractiveness perceptions, with complementary qualitative insights used to contextualise the processes proposed by the model. Operational definitions and procedures are provided in the methodology section.

3. Methodology

3.1. Operationalisation of the conceptual framework

Consistent with the positioning of Figure 1 as an integrative, theory-informed framework, the present study operationalises only selected constructs that can be directly captured within the adopted empirical design. Accordingly, the empirical analyses focus on respondents' event-related evaluations and perceptions of destination attractiveness, whereas the broader set of perceptual mechanisms depicted in Figure 1 is retained to structure interpretation and discussion rather than to be estimated as a full explanatory model.

In operational terms, the quantitative strand captures key event-related evaluations (e.g., the reported relevance of events in trip planning and satisfaction with experienced events) and perceptions of destination pull factors, including event-related attractiveness. The qualitative strand provides contextual insights into managerial mechanisms and constraints implied by the framework (e.g., coordination, information flows, and attribution challenges), which are used to interpret and nuance the observed quantitative patterns.

To ensure transparency, Table 1 maps the conceptual constructs in Figure 1 to their empirical counterparts in the survey and qualitative coding. Detailed descriptions of measures, data collection procedures, and analytical steps are provided in the subsections that follow.

Table 1. Mapping of the conceptual framework (Figure 1) to empirical operationalisation

Conceptual construct in Figure 1	Empirical counterpart – Quantitative strand	Empirical counterpart – Qualitative strand	Status in this study (operationalisation)
Communication (storytelling, word-of-mouth, social media)	Not directly measured as a communication construct.	Evidence of coordination and information-flow constraints, including limited timely/structured visibility of events and reliance on guests as an information source.	Operationalised qualitatively; not operationalised quantitatively.
Innovation (technological, non-technological)	Not measured as an innovation construct.	Evidence of data/registration constraints and attribution challenges regarding event-driven travel motives within hotel systems.	Operationalised qualitatively; not operationalised quantitatively.
Experience design (immersion, theming, personalization)	Not measured as an experience-design construct.	Evidence that event typology is associated with differentiated guest profiles and in-hotel consumption/behavioural patterns (illustrative managerial insights).	Operationalised qualitatively (event typology implications); not operationalised quantitatively.

Perceived authenticity	Not measured.	Not measured as a coded construct.	Not operationalised (framework mechanism only).
Perceived exoticism/novelty	Not measured.	Not measured as a coded construct.	Not operationalised (framework mechanism only).
Emotional engagement	Not measured as a dedicated construct in the survey description.	References to emotional/social connections, memorability, and affective aspects linked to event-related experiences.	Addressed qualitatively (thematic evidence); not directly operationalised quantitatively.
Perceived value (functional, hedonic, symbolic)	Not measured as a multi-dimensional value construct.	Not measured as a value construct; qualitative material provides applied illustrations (e.g., consumption patterns and indirect effects) rather than value dimensions as specified in Figure 1.	Not operationalised as specified in Figure 1 (retained for interpretation).
Event satisfaction	Measured as satisfaction with events experienced during the visit (7-point scale); analysed using descriptive statistics and subgroup associations.	Used to contextualise interpretation across event typologies and segments.	Operationalised quantitatively; contextualised qualitatively.
Relevance of events (trip planning)	Measured as relevance of events during trip planning (7-point scale); analysed using descriptive statistics and subgroup associations.	Helps interpret variation and registration/attribution limitations.	Operationalised quantitatively; contextualised qualitatively.
Behavioural intentions (incl. intention to revisit)	The instrument includes behavioural intentions regarding participation in local cultural/entertainment activities (7-point Likert-type items).	Repeat visitation/loyalty discussed as a longer-term implication; not estimated as a pathway.	Partially operationalised (behavioural intentions broadly); revisit intention mainly interpretive/qualitative.
Destination attractiveness and differentiation	Captured via ratings of destination pull factors, including cultural, historical and event-related dimensions (7-point items).	Events discussed in relation to destination image/appeal and differentiation, plus constraints (coordination/attribution).	Partially operationalised quantitatively (pull-factor ratings); expanded qualitatively.
Long-term positioning	Not measured.	Addressed as an interpretive implication.	Not operationalised (framework/implication).
Community involvement (moderator)	Not measured.	Not operationalised as a coded construct.	Not operationalised (framework only).

Audience profiles and societal values (conditioners)	Visitor profiles captured (socio-demographics and travel characteristics) and used in subgroup analyses.	Segment logic reinforced through event typology examples.	Profiles operationalised quantitatively; societal values not directly measured.
Technological affordances (conditioner)	Not measured.	System/data limitations affecting registration/attribution are discussed, but “technological affordances” are not measured as such.	Not operationalised as a construct (contextualised via constraints).

3.2. Research design

This study adopted a mixed methods research design to examine the role of events in shaping the touristic appeal of Lisbon, combining quantitative data from visitors with qualitative insights from hospitality professionals. The integration of these two approaches enabled the triangulation of perspectives regarding attractiveness, relevance, and perceived impact of events, while capturing both user and stakeholder dimensions (Mason et al., 2024).

3.3. Quantitative component

3.3.1. Sampling and data collection

The quantitative component consisted of a structured survey administered between November 2023 and February 2024. A total of 388 valid responses were collected from non-resident visitors in high-traffic areas across Lisbon Region (e.g., in the vicinity of major monuments, museums and event venues), aiming to capture heterogeneous visitor profiles and visit contexts. Sampling followed a non-probability, intercept (convenience) strategy at predefined locations. Eligibility required participants to be over eighteen years old and visiting Lisbon at the time of data collection; participation was voluntary and uncompensated. Data collection was conducted in situ using digital tablets, complemented by an online version of the questionnaire to enhance accessibility.

Given that fieldwork was conducted within a limited time window (November 2023 to February 2024), the observed patterns may partly reflect seasonal variation in visitor composition and event programming. Moreover, the survey did not stratify respondents by specific events attended, which limits event-level attribution of the observed evaluations.

3.3.2. Survey instrument and measurement approach

The survey instrument comprised a set of domain-level evaluations recorded on seven-point response scales. Respondents rated the importance of ten destination pull-factor domains (Culture/Heritage, Gastronomy, Scenic Views/Landscapes, Climate, Safety, Nightlife, Language accessibility, Hospitality/Friendliness, Authenticity, and Events/Festivals). They also rated their satisfaction with the same ten domains during their visit. In both cases, each domain was captured using a single item, consistent with the study’s focus on overall domain evaluations. In addition, destination involvement/attachment was assessed using five agreement items (involvement, relationship importance, recommendation, pride, and emotional attachment), which showed satisfactory internal consistency (Cronbach’s alpha = 0.872). Single-item domain ratings were adopted to reduce respondent burden and maximise completion rates in an in-situ intercept survey context, and because the study’s objective is to

compare overall evaluations across domains and visitor profiles rather than to estimate latent multi-dimensional constructs. Prior to fieldwork, the questionnaire underwent expert review and cognitive pre-testing/pilot testing to enhance clarity and content relevance, supporting content validity.

3.4. Qualitative component

To complement and deepen the interpretation of survey data, a focus group was conducted in March 2024 with nine directors of four- and five-star hotels operating in the Lisbon metropolitan area. The session took place during the XX International Meeting of Hotel Directors and brought together participants from a variety of hotel typologies, ranging from boutique hotels to large international chains. The discussion was guided by a semi-structured script and focused on the strategic role of events in attracting visitors, the differentiated impacts of event typologies on guest consumption behaviour, and the recurrent limitations in registering event-related travel motives within hotel systems (Getz & Page, 2020; Jepson & Stadler, 2017; Wallace & Michopoulou, 2019). Participants also emphasized the indirect and long-term effects of events on destination image and repeat visitation, while expressing concern about the persistent lack of coordination between stakeholders and event organizers. Participation in the focus group was voluntary, and all participants provided informed consent. No personal identifiers or institutional affiliations were recorded, and all data were anonymized in accordance with ethical research standards (ALLEA, 2023).

3.5. Data analysis

The data analysis followed a two-phase process. First, quantitative data were analysed using descriptive statistics to profile the sample and summarise global evaluations, complemented by χ^2 tests of independence to examine associations between visitor characteristics/trip-context variables and i) event relevance at the planning stage and ii) satisfaction with experienced events; Cramér's V is reported to assess effect magnitude. To situate events within the broader structure of destination attractiveness, related-samples comparisons across the ten pull-factor domains were conducted using Friedman tests (with Kendall's W as an effect-size indicator), and importance–satisfaction gaps were computed (Δ = satisfaction minus importance) to identify under-/over-performance patterns. A parsimonious segmentation was then derived from planning-stage event relevance (ratings 5–7 vs. 1–4) to interpret heterogeneity in event evaluations. Given the non-probability intercept nature of the sample and the use of global domain ratings, the quantitative procedures were intentionally restricted to descriptive and associative analyses (Agresti, 2018). Second, qualitative data from the focus group were analysed via thematic analysis (Braun & Clarke, 2008) using NVivo 14, enabling an interpretive integration of the quantitative patterns with stakeholder perspectives. This integrated analytical strategy enabled a coherent mixed-methods interpretation of the role of events in Lisbon's tourism system, combining survey-based patterns with stakeholder perspectives.

3.6. Ethical considerations

All research procedures conformed to the ethical guidelines established by the hosting institution and adhered to national and international standards for research involving human participants. Informed consent, voluntary participation, confidentiality, and anonymity were strictly observed throughout all stages of data collection and analysis.

4. Results and analysis

4.1. Surveys

4.1.1. Sample description

The survey comprised responses from 388 participants who visited the Lisbon Region between November 2023 and February 2024, yielding a diverse sociodemographic profile. As the data were collected through a non-probability intercept (convenience) strategy, the sample should be interpreted as an analytical snapshot of visitors present in the surveyed locations and time window, rather than as statistically representative of the broader visitor population.

In broad terms, the sample is predominantly female (61.86%, $n = 240$) and concentrated in young adult age brackets, with the 26–35 group representing the largest segment (41.24%, $n = 160$). Respondents were drawn from a wide range of nationalities, with Brazilians, Spaniards, and Americans among the most frequently represented groups, while a long tail of less frequent nationalities was aggregated under ‘Other’, reflecting substantial heterogeneity in origin.

Educational attainment is characterised by a strong prevalence of tertiary education (78.35%, $n = 304$). Regarding trip context, most respondents reported short-to-medium stays (predominantly 4–7 days and 1–2 weeks), and travel was most commonly undertaken with family members, friends, or a spouse/partner, with smaller shares travelling alone or with colleagues. Detailed distributions for gender, age, nationality, education, length of stay, and travel party composition are summarised in Table 2 and provide the basis for the subgroup analyses reported in subsequent sections.

Table 2. Demographic profile from visitors in Lisbon

Characteristic	Category	Absolute Value	Percentage
Gender	Female	240	61.86%
	Male	146	37.63%
	Non-binary	2	0.51%
Age	18 - 25	71	18.29%
	26 - 35	160	41.24%
	36 - 45	67	17.27%
	46 - 55	41	10.57%
	56 - 65	26	6.70%
	> 65	23	5.93%
Education	Tertiary Education	304	78.35%
	Secondary Education	67	17.27%
	Postgraduate	12	3.09%
	Primary Education	5	1.29%
Nationality	Brazil	52	13.41%
	Spain	45	11.60%
	USA	42	10.82%
	Germany	33	8.51%
	Italy	25	6.44%
	United Kingdom	23	5.93%
	France	22	5.67%
	Russia	9	2.32%
	South Korea	9	2.32%
	Australia	9	2.32%
	Netherlands	7	1.80%
	Poland	7	1.80%
	Other	105	27.06%

Length of Stay	1-3 days	67	17.27%
	4-7 days	161	41.49%
	1-2 weeks	118	30.41%
	3-4 weeks	14	3.61%
	1-3 months	20	5.15%
	> 3 months	8	2.07%
Travel Party Composition	Family members	135	34.79%
	Friends	92	23.71%
	Spouse or partner	71	18.30%
	Solo traveler (Traveling alone)	60	15.46%
	Colleagues or co-workers	30	7.74%

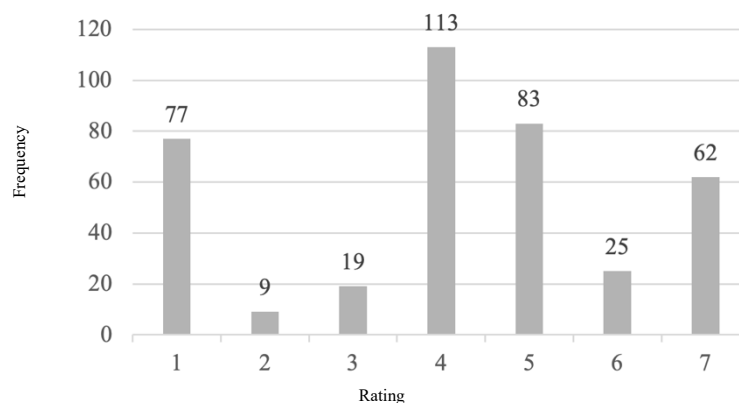
Source: Own elaboration.

4.1.2. General analysis of the relevance and satisfaction of events

The descriptive evidence indicates that, in this sample, events make a moderate yet meaningful contribution to the Lisbon Region's tourism offer, operating more consistently as an experience enhancer than as a universal trip trigger.

Regarding event relevance during trip planning, the distribution (Figure 2) is centred around the midpoint but shows substantial dispersion across the response range. This profile is consistent with a segmented salience pattern: for many visitors, events are not a primary determinant of the decision to visit, whereas for a non-negligible subset they constitute a clearly relevant planning factor. The summary statistics (Mean relevance = 4.13; Standard Deviation = 1.96) reinforce this interpretation by indicating considerable variability rather than strong consensus around a single level of importance. Importantly, this dispersion suggests that aggregate statements about event relevance may conceal meaningful differences across visitor profiles and trip contexts, an issue examined in the subsequent subgroup analyses.

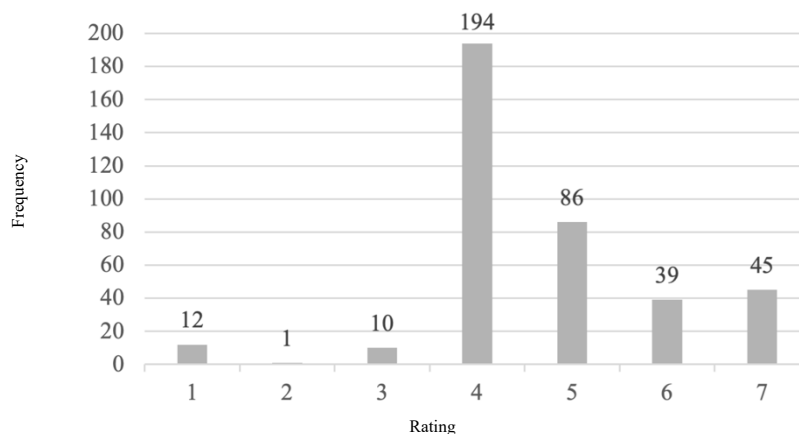
Figure 2. Distribution of ratings for the relevance of events during trip planning



Source: Own elaboration.

In contrast, satisfaction with experienced events displays a more convergent, neutral-to-positive pattern (Figure 3). Ratings cluster more clearly around mid-range values and exhibit fewer low-end evaluations, suggesting that, once encountered, events tend to meet expectations for most respondents in the surveyed context. The corresponding statistics (Mean satisfaction = 4.65; Standard Deviation = 1.25) indicate higher agreement among respondents than for relevance, implying that satisfaction judgements are comparatively more stable than planning relevance assessments.

Figure 3. Distribution of ratings for satisfaction with events during the visit



Source: Own elaboration.

Taken together, Figures 2 and 3 point to a structurally important contrast: relevance is heterogeneous, while satisfaction is comparatively more consistent. Substantively, this pattern suggests that events may play different roles across the visitor journey: being a decisive pull factor for some segments at the planning stage, while functioning as a broadly acceptable experiential component for many visitors once on site. This contrast provides the empirical rationale for analysing event evaluations as conditional rather than homogeneous, and it sets the baseline for the profile- and trip-context comparisons reported in the following subsections and for the interpretive linkage with the qualitative evidence.

This contrast raises a strategic question: how salient are events compared to other core pull-factor domains that shape Lisbon's perceived attractiveness? To situate the relevance of events within the broader structure of destination attractiveness, the ten pull-factor domains were compared using a Friedman test for related samples. Importance ratings differ significantly across domains ($\chi^2(9) = 964.06$, $p < .001$; Kendall's $W = 0.280$; $n = 383$ complete cases), indicating that visitors attribute systematically different weights to the destination's appeal components. Safety and Security ($M = 6.64$, $SD = 0.98$), Gastronomy ($M = 6.36$, $SD = 1.15$), and Scenic Views and Landscapes ($M = 6.24$, $SD = 1.31$) occupy the top positions, whereas Events and Festivals ranks last ($M = 4.13$, $SD = 1.96$; mean rank = 2.98), closely followed by Nightlife ($M = 4.15$, $SD = 2.18$). A similar structure emerges for satisfaction ($\chi^2(9) = 1263.34$, $p < .001$; Kendall's $W = 0.368$; $n = 381$): Scenic Views and Landscapes ($M = 6.68$, $SD = 0.69$), Culture/Heritage ($M = 6.62$, $SD = 0.78$), and Gastronomy ($M = 6.49$, $SD = 0.83$) achieve the highest performance, while Events and Festivals again ranks lowest ($M = 4.65$, $SD = 1.25$; mean rank = 2.62). Finally, an importance–satisfaction comparison highlights where performance falls short of importance: Safety and Security shows the largest negative gap ($\Delta = -0.55$), whereas Events and Festivals shows a modest positive average gap ($\Delta = +0.52$). As

shown below, however, this overall “positive gap” masks underperformance for the subset of visitors who attribute high salience to events at the planning stage. This establishes a baseline in which events appear comparatively less central than other attractiveness domains at the aggregate level, while still warranting a segmented analysis to identify where expectations and performance diverge.

4.1.3. Segmented analysis of event perceptions according to visitor profiles

To assess whether event-related evaluations differ across visitor profiles and trip contexts, the analysis examined associations between respondents’ characteristics and two outcomes: i) perceived event relevance during trip planning and ii) satisfaction with experienced events. The evidence indicates that event perceptions are not uniform across visitors. Instead, they vary systematically with trip-context conditions and selected profile variables (Table 3), supporting the interpretation of events as a conditional pull factor whose salience depends on “who travels” and “under which trip configuration”.

Table 3. Chi-square tests on event relevance and satisfaction by visitor characteristics

Factor	Outcome	χ^2 (df)	p-value	Direction / notes
Nationality	Relevance	36.59 (48)	0.885	No meaningful differences across nationalities. Cramér’s V = 0.125 (small).
	Satisfaction	50.83 (48)	0.363	No meaningful differences across nationalities. Cramér’s V = 0.148 (small).
Age	Relevance	105.66 (30)	<0.0001	Younger visitors (18–25) more often rate events as highly relevant (scores 6–7). Cramér’s V = 0.233 (small–moderate).
	Satisfaction	65.66 (30)	0.00018	Ages 26–35 with higher “totally satisfied” (score 7); older groups more neutral (score 4). Cramér’s V = 0.184 (small–moderate).
Gender	Relevance	18.69 (12)	0.096	No substantial gender differences. Cramér’s V = 0.155 (small).
	Satisfaction	6.39 (12)	0.895	No substantial gender differences. Cramér’s V = 0.091 (negligible).
Education	Relevance	77.87 (24)	0.0001	Inspection of cell distributions suggests higher perceived relevance among respondents with higher education. Cramér’s V = 0.224 (small–moderate).
	Satisfaction	150.03 (24)	<0.0001	Inspection of cell distributions suggests higher satisfaction among respondents with higher education. Cramér’s V = 0.311 (moderate).
Professional status	Relevance	133.73 (36)	<0.0001	Inspection of cell distributions suggests higher perceived relevance among full-time employees/entrepreneurs. Cramér’s V = 0.240 (small–moderate).
	Satisfaction	64.84 (36)	0.0022	Inspection of cell distributions suggests higher satisfaction among full-time employees/entrepreneurs; students/retirees are more neutral. Cramér’s V = 0.167 (small).
Travel arrangement	Relevance	40.31 (18)	0.002	Small–moderate differences by arrangement. Cramér’s V = 0.186 (small–moderate).
	Satisfaction	107.16 (18)	<0.0001	Differences are clearer for satisfaction. Cramér’s V = 0.304 (moderate).
Length of stay	Relevance	47.61 (18)	0.0002	Short stays show higher salience. Cramér’s V = 0.202 (small–moderate).

(4 groups)	Satisfaction	31.03 (18)	0.029	Smaller effect for satisfaction. Cramér's V = 0.163 (small).
Travel party	Relevance	73.68 (30)	0.00002	Colleagues/co-workers highest; spouse/partner lowest. Cramér's V = 0.195 (small–moderate).
	Satisfaction	79.21 (30)	0.000003	Similar pattern for satisfaction. Cramér's V = 0.203 (small–moderate).
First-time visit	Relevance	9.59 (6)	0.143	No material differences. Cramér's V = 0.157 (small).
	Satisfaction	11.69 (6)	0.069	Marginal tendency only. Cramér's V = 0.174 (small).

Source: Own elaboration.

Note: Cramér's V is reported as an effect-size measure for χ^2 tests (rule-of-thumb: ≈ 0.10 small, ≈ 0.30 moderate, ≈ 0.50 large; interpretation is contextual). Nationality categories were aggregated and length of stay was collapsed into four groups to reduce sparsity and expected-count issues in contingency tables. n varies slightly across tests due to item non-response.

A first pattern concerns the temporal configuration of the visit. Length of stay is associated with planning relevance of events ($\chi^2(18) = 47.61$, $p = 0.0002$; Cramér's V = 0.202, small–moderate), indicating that event salience varies across stay-duration profiles. For satisfaction, the association is smaller but still statistically significant ($\chi^2(18) = 31.03$, $p = 0.029$; V = 0.163, small), suggesting that duration of stay modestly structures evaluations of experienced events.

A second, and more pronounced, pattern relates to trip configuration and participation context. Travel party composition differentiates both relevance and satisfaction (relevance: $\chi^2(30) = 73.68$, $p = 0.00002$; Cramér's V = 0.195, small–moderate; satisfaction: $\chi^2(30) = 79.21$, $p = 0.000003$; V = 0.203, small–moderate). Visitors travelling with colleagues/co-workers exhibit the highest salience and satisfaction, whereas those travelling with a spouse/partner tend to be more neutral. Travel arrangement is also associated with both outcomes, especially satisfaction (relevance: $\chi^2(18) = 40.31$, $p = 0.002$; V = 0.186, small–moderate; satisfaction: $\chi^2(18) = 107.16$, $p < 0.0001$; V = 0.304, moderate), indicating that how the trip is organised is meaningfully linked to event evaluations. First-time visitation does not materially structure relevance ($\chi^2(6) = 9.59$, $p = 0.143$; V = 0.157, small) and only a marginal pattern is observed for satisfaction ($\chi^2(6) = 11.69$, $p = 0.069$; V = 0.174, small).

Beyond trip configuration, event evaluations vary with selected sociodemographic variables, but effect sizes indicate mostly small-to-moderate relationships. Age is associated with both relevance and satisfaction (relevance: $\chi^2(30) = 105.66$, $p < 0.0001$; Cramér's V = 0.233, small–moderate; satisfaction: $\chi^2(30) = 65.66$, $p = 0.00018$; V = 0.184, small–moderate). Education is also associated with both outcomes and is stronger for satisfaction (relevance: $\chi^2(24) = 77.87$, $p = 0.0001$; V = 0.224, small–moderate; satisfaction: $\chi^2(24) = 150.03$, $p < 0.0001$; V = 0.311, moderate). Professional status differentiates both outcomes (relevance: $\chi^2(36) = 133.73$, $p < 0.0001$; V = 0.240, small–moderate; satisfaction: $\chi^2(36) = 64.84$, $p = 0.0022$; V = 0.167, small), whereas gender does not show meaningful differentiation (relevance: $\chi^2(12) = 18.69$, $p = 0.096$; V = 0.155, small; satisfaction: $\chi^2(12) = 6.39$, $p = 0.895$; V = 0.091, negligible). Nationality is not used for substantive interpretation due to category sparsity and expected-count limitations, which reduce the stability of cross-national comparisons in this dataset.

To translate this heterogeneity into a tractable profile structure, respondents were segmented parsimoniously using the relevance attributed to events during trip planning as the salience indicator: a high-salience group (ratings 5–7; 43.8%, $n = 170$) and a low/neutral group (1–4; 56.2%, $n = 218$). The high-salience group reports higher event satisfaction in absolute terms (M

= 5.38 vs. 4.08), but, critically, also exhibits a negative importance–satisfaction gap for events ($\Delta = -0.49$), indicating underperformance relative to their expectations. In contrast, the low/neutral group shows a positive gap ($\Delta = +1.31$), suggesting that events are generally satisfactory when encountered but are not central to trip planning for most visitors. Notably, the weighted average of these subgroup gaps reproduces the aggregate positive gap reported in Section 4.1.2 ($\Delta \approx +0.52$), confirming that the overall result is driven by heterogeneity across salience profiles. This segmentation reconciles the aggregate “moderate relevance / broadly acceptable satisfaction” pattern with a clear strategic implication: the main performance risk lies with the subset for whom events are a salient motivator.

Overall, the subgroup evidence reinforces the baseline pattern identified in Section 4.1.2: relevance is more heterogeneous than satisfaction, and event evaluations are best interpreted as segment-dependent rather than uniform across visitors. These results do not establish causal effects; rather, they provide associative evidence that motivates the subsequent interpretive integration with the qualitative strand, which helps contextualise why certain trip configurations and visitor profiles appear more aligned with event salience and satisfaction, and how managerial constraints (e.g., coordination and attribution) may limit the conversion of event-driven demand into measurable destination and hospitality outcomes.

4.2. Focus Group

To complement the interpretation of the survey data with managerial insights, a focus group was conducted with director-level managers from four- and five-star hotels operating in the Lisbon metropolitan area. The session explored how hospitality professionals perceive the role of events in shaping the city’s tourism attractiveness, particularly in relation to visitor motivation, destination image and overall impacts on tourism dynamics. The discussion offers managerial insights that complement the perspectives shared by tourists.

To protect anonymity within Portugal’s hotel managerial community, and at the participants’ request, no personal demographics (age, gender or education) were recorded for focus-group members. Instead, heterogeneity was ensured by recruiting director-level professionals from four- and five-star properties of different typologies (boutique and chain) across the Lisbon metropolitan area. This approach minimised re-identification risk while preserving the managerial perspective relevant to the study’s aims.

4.2.1. Events as key drivers of tourist attraction

The focus group highlighted a shared understanding among hotel directors that events, especially large-scale concerts, congresses, and public gatherings, play a decisive role in attracting tourists to Lisbon, even if this impact is often not formally registered within internal data systems. The absence of consistent indicators makes it difficult to attribute bookings directly to event-related travel.

As one participant explained: "*At Parque das Nações, the Altice Arena is a major attraction and decisive for our occupancy rate during specific periods*". This example demonstrates how proximity to major event venues directly shapes demand and revenue performance, even though the event-related purpose of travel may not be formally documented in booking systems.

Another director pointed out the difficulties in capturing guest motivations: "*Something simple, like a corporate reservation, can be made through Booking, which is very common nowadays*".

When someone comes for a congress, they might stay in a hotel near the event, but these hotels have no way of registering that the guest is there because of the event taking place nearby".

Furthermore, participants underlined that event-triggered travel often leads to extended stays, increasing economic impact, but again without this being attributed to the event in internal reports: *"Let's say someone came for a congress and decided to extend their stay over the weekend. Those two extra nights won't be associated with the event, but they represent additional revenue that ends up not being counted as part of the event's impact".*

Some directors also emphasized that events are often the first point of contact with the destination, contributing to future tourism flows: *"Someone may come for a congress, book a stay for that reason, and then discover the destination. They might even return with their spouse or family, generating an indirect impact that is hard to measure, but that exists and may lead to future bookings at the same hotel or another one in the region".*

In addition to the attraction effect, the type of event influences guest profiles and in-hotel consumption patterns. One participant noted: *"I remember that when there was a Rod Stewart concert, we did a huge number of dinners. The following week there was a rock band concert, and we didn't have any dinners".* This contrast illustrates that not all events have the same economic effect, and that visitor typologies vary significantly, affecting both volume and type of consumption.

In short, while the strategic weight of events as tourism pull factors is clearly recognized by hospitality professionals, their real impact remains under-recorded, mostly due to insufficient data on visitor motivation and the lack of coordination between event agendas and accommodation systems. Despite these challenges, the evidence provided reinforces the idea that events significantly contribute to Lisbon's attractiveness and visitor flows, justifying greater strategic integration into destination management policies.

4.2.2. Relevance and experiential value of events

Beyond their role as travel motivators, events were also perceived by hotel directors as highly relevant experiential components that shape the attractiveness and memorability of Lisbon as a tourist destination. Participants emphasized that not all events generate the same type or intensity of engagement, and that guest satisfaction is often linked to the alignment between the event profile and the expectations or preferences of specific market segments.

As one participant noted: *"I remember that when there was a Rod Stewart concert, we did a huge number of dinners. The following week there was a rock band concert, and we didn't have any dinners".* This example highlights the direct influence of audience typology on in-hotel behaviour, revealing that event-generated demand is not homogeneous and that consumption patterns vary according to demographics and cultural preferences.

Another participant reinforced this point by stating: *"If it's André Rieu, we have an older audience that eats meals at the hotel. But if it's a Metallica concert, we don't have anyone".* These insights illustrate how events not only attract visitors but also shape the nature and quality of their interaction with the hospitality offer, particularly regarding F&B services.

The experiential relevance of events was also associated with their capacity to trigger emotional and social connections, which in turn influence satisfaction and word-of-mouth dissemination. Although not directly measurable, the directors recognized that some events enhance the emotional value of the stay, encouraging guests to return or to associate positive memories with the destination.

Moreover, some hoteliers suggested that the context in which events are held, such as timing, location, and scale, can reinforce or hinder their experiential value. Events integrated with the cultural or seasonal identity of the destination (e.g. concerts during low-demand periods or thematic festivals) were perceived as more beneficial to both guests and operators.

In conclusion, the focus group revealed that event relevance is shaped by both content and context, with visitor satisfaction depending not only on the event itself but also on the surrounding experience. This supports the findings from the survey data, confirming that events are not merely attractions, but central elements of the tourist experience, capable of enhancing destination image, fostering local engagement, and strengthening the emotional connection between the visitor and the place.

4.2.3. Integrated impact on destination appeal

Throughout the focus group discussion, hotel directors consistently emphasized that events produce impacts which go beyond immediate bookings, influencing broader aspects of destination appeal, identity, and visibility. However, they also acknowledged that such impacts are rarely captured or systematically integrated into destination marketing strategies or performance indicators.

One participant explained that *“someone may come for a congress, book a stay for that reason, and then discover the destination. They might even return with their spouse or family, generating an indirect impact that is hard to measure, but that exists and may lead to future bookings at the same hotel or another one in the region”*. This illustrates how events act not only as short-term catalysts, but also as entry points for longer-term engagement with the destination.

The difficulty in quantifying this broader contribution was a recurring theme. One director stated, *“the real impact is residual, but external events have a much greater effect”*, while another noted that *“it’s easier to quantify the impact of an internal congress because everything is segmented. For external events, it’s much more complicated”*. Despite this challenge, the directors agreed that events play a central role in shaping the demand curve, influencing not just occupancy, but also price strategies, operational planning, and the perception of Lisbon as a vibrant city.

This was reflected in practices such as dynamic pricing and advance revenue management, based on expected event calendars: *“We measure the past impact, which allows us to adjust rates for the next year, like for Easter or events such as Marés Vivas”*.

Such statements confirm that events are used strategically, even in the absence of formal data collection on guest motivation.

Importantly, participants stressed the lack of coordination and communication between event organizers, municipalities, and the hotel sector: *“The communication between municipalities and hotels regarding the event calendar is very poor”*, one participant declared, warning that *“often we only find out about events through the clients themselves”*.

In this sense, the focus group exposed a disconnect between the experiential potential of events and their strategic articulation within destination governance. Although events are powerful levers for differentiation and demand stimulation, their value remains underutilized due to fragmented coordination and missing data frameworks.

As one participant observed: “before selling the hotel, you have to sell the destination and the event. Events are increasingly important, especially for small units like local accommodation”. This statement reinforces the view that events are not only marketing tools, but structural elements in the tourism economy, particularly for destinations like Lisbon where cultural programming is dense, diverse, and continuous.

In sum, the focus group insights suggest that the integrated impact of events extends across temporal, spatial, and economic dimensions, strengthening destination image, sustaining off-peak tourism, and enriching the urban experience for both visitors and locals. However, to fully capitalize on this potential, enhanced coordination between public and private actors, improved event-related data collection, and integrated planning are needed.

5. Discussion

This study investigated the role of events in shaping the Lisbon Region’s destination attractiveness through a mixed-methods design, combining an intercept survey of visitors with a focus group with hotel directors. To strengthen integration between strands, this discussion is organised around three shared claims that are grounded in specific quantitative patterns and then corroborated, nuanced, or qualified through qualitative themes. Table 4 synthesises this integration in a joint display, explicitly mapping each claim to the corresponding quantitative evidence, the qualitative mechanisms that help explain it, and the resulting analytical implications. In this way, the focus group evidence is used analytically, as an interpretive lens on why survey patterns arise and how they translate into operational and governance realities, rather than merely as illustrative commentary.

Table 4. Mixed-methods joint display (integration of quantitative and qualitative evidence)

Integrated claim (discussion anchor)	Quantitative pattern (where it appears)	Qualitative insight (where it appears)	Integration (corroborates / nuances / qualifies)	Analytical implication
Events operate primarily as a complementary pull factor, not a universal trip trigger.	Planning relevance is heterogeneous (Figure 2; Section 4.1.2) and varies by trip configuration and profiles (Section 4.1.3; Table 3).	Hotel directors describe visible demand peaks linked to large-scale events, while emphasising persistent attribution/registration gaps in practice (Section 4.2).	Qualitative evidence corroborates the “complementary pull” pattern and qualifies it by showing that formal metrics may under-capture event-driven demand.	Events can be strategically important without being the top stated motivator; governance and measurement systems should reduce attribution blind spots.
Satisfaction is more convergent than planning relevance; events function more consistently as experience enhancers once encountered.	Satisfaction is neutral-to-positive and more convergent (Figure 3; Section 4.1.2), while relevance remains more dispersed; subgroup differences are statistically significant for selected variables (Section 4.1.3;	Directors highlight that event typology and segment fit shape perceived value and downstream behaviours (Section 4.2).	Qualitative evidence nuances the satisfaction result by explaining why satisfaction stabilises for many visitors while differentiating by typology/segment alignment.	Strategic leverage depends less on “more events” and more on typology–segment fit and experiential design to raise

	Table 3; plus, in-text χ^2 results).			satisfaction/value capture.
Events contribute to broader destination dynamics, but translation into measurable outcomes is constrained by coordination and data fragmentation.	Survey evidence links events to attractiveness perceptions alongside other pull-factor domains (Results sections on pull factors and subgroup patterns).	Directors emphasise fragmented communication (e.g., limited shared calendar) and limited data infrastructures for impact assessment (Section 4.2).	Qualitative evidence qualifies the interpretation of “impact” by identifying structural constraints to strategic learning and measurable KPIs.	Integrated planning (calendar, coordination) and shared data infrastructure are prerequisites to convert event activity into sustained positioning.

Source: Own elaboration.

5.1. Events as complementary pull factors: segmented salience and an attribution gap

Quantitative evidence supports the interpretation that events occupy a meaningful yet non-dominant position in the destination’s pull-factor structure. The distribution of planning relevance (Figure 2) is centred around the scale midpoint but displays substantial dispersion, indicating that events are not a universal trip trigger; rather, they are highly salient for a non-negligible subset of visitors (Section 4.1.2). The subgroup analyses reinforce this “conditional salience” pattern, showing systematic variation across visitor profiles and trip contexts (Section 4.1.3; Table 3). This aligns with literature positioning events as accelerators of destination attractiveness and symbolic differentiation that reinforce existing motivations and provide temporal uniqueness and identity-rich experiences (Folgado-Fernandez et al., 2021; Garrod & Almeida, 2023; Getz & Page, 2020; Gómez-Suárez & Yagüe, 2021). In culturally rich urban contexts, events may therefore operate less as stand-alone attractors and more as enhancers of competitiveness and emotional engagement (Abou-Shouk et al., 2024; Daniel et al., 2012).

The focus group evidence corroborates this interpretation while qualifying its measurement implications. Directors consistently described event-related demand peaks associated with large-scale concerts, conventions, and seasonal festivities, suggesting that events can have strong operational visibility even when they are not uniformly cited as primary planning triggers. However, qualitative insights also highlighted that formal attribution remains structurally constrained because hotel systems and destination monitoring practices do not routinely capture event-driven motives with sufficient granularity. This corroborates the survey-based “complementary pull” reading but qualifies how it should be interpreted: quantitative self-reports and standard tourism metrics may understate the practical magnitude and operational relevance of events. This mechanism-level explanation strengthens the empirical claim without overstating causality, and it is consistent with discussions on the limits of fragmented information flows for leveraging events strategically (Alam, 2024; Crowther, 2010; Gonçalves & Umbelino, 2017). Importantly, the qualitative strand also suggests that events may function as “entry points” to the destination and as triggers of extended stays and repeat visitation as indirect outcomes, which resonates with the idea that event value extends beyond immediate visitation spikes (Getz & Page, 2020; Majumder, 2025; Richards & Jarman, 2021).

5.2. From heterogeneous relevance to more convergent satisfaction: events as experience enhancers and typology–segment fit

The combined evidence indicates a structurally important contrast across the visitor journey: relevance is more heterogeneous, whereas satisfaction with experienced events is comparatively more convergent (Figures 2–3; Section 4.1.2). Substantively, this suggests that events may be decisive at the planning stage for specific segments while functioning as a broadly acceptable experiential component for many visitors once on site. This interpretation aligns with the study’s quantitative profile-dependent patterning (Section 4.1.3; Table 3), where event-related evaluations vary with trip configuration and selected sociodemographic variables. The evidence therefore supports interpreting event value as conditional and segment-dependent rather than homogeneous, which is consistent with tourism experience literature emphasising affective and experiential processes in shaping satisfaction and loyalty (Araújo & Araújo, 2013; Pencarelli et al., 2013), particularly in a post-pandemic context marked by heightened demand for meaningful encounters (Ko et al., 2022; Li et al., 2023; Zhou & Yu, 2022).

The focus group findings nuance and explain this quantitative pattern by pointing to typology–segment fit as a mechanism. Directors described differentiated behavioural and consumption patterns associated with different event types, implying that the experiential value generated by events varies depending on the cultural alignment and audience composition of each event. This helps interpret why satisfaction appears more stable overall (events meet baseline expectations for many) but differentiates meaningfully when event typology matches segment preferences. Such evidence complements conceptual work on novelty/cultural appeal, experiential response, and value creation (Akgunduz & Coşar, 2018; Kassean & Gassita, 2013), and aligns with the emotional and symbolic benefits associated with event experiences (Im & Workman, 2004; Skavronskaya et al., 2020; Smith & Colgate, 2007). Analytically, the integrated evidence suggests that raising destination-level returns from events depends less on volume and more on deliberate experiential design and segmentation, with clearer expectations management and targeted programming to shift events from “acceptable add-on” to “distinctive enhancer”.

5.3. Beyond short-term spikes: destination dynamics, coordination constraints, and the need for integrated governance

The study also indicates that the value of events extends beyond temporary peaks in visitation and can contribute to broader destination image and positioning. Quantitative evidence suggests that visitors associate events with Lisbon’s attractiveness and its perceived vibrancy and cultural richness, supporting the view that events contribute to place identity and destination image as components of competitive positioning (McCartney & Osti, 2007; Richards, 2007; Wyatt & Rossetti, 2024). However, the qualitative strand qualifies how readily such potential translates into measurable outcomes and strategic learning. Directors highlighted that the cumulative impacts of events shape revenue management, operational planning, and loyalty-related expectations, yet they emphasised persistent coordination gaps and limited information infrastructures as barriers to systematically capitalising on these dynamics (Lockstone-Binney et al., 2013; Unson et al., 2023).

A recurrent qualitative theme concerned fragmented communication, especially the absence of an integrated event calendar and proactive information flows shared with the hospitality sector. This governance constraint helps explain why event-driven demand may be operationally salient but analytically under-captured, and why destination systems struggle to anticipate and

respond to event-related flows with precision. Consistent with calls for more systemic and integrated planning in dynamic urban destinations (Getz & Page, 2020; Lockstone-Binney et al., 2013), the integrated evidence suggests that coordination mechanisms and data infrastructures are not peripheral technicalities but central conditions for converting events into strategic destination assets. This is particularly relevant given the potential of events to mitigate seasonality and support more inclusive and sustainable destination strategies (Gonçalves & Umbelino, 2017; Richards & Jarman, 2021). Nevertheless, the absence of robust impact measurement frameworks constrains the ability to evidence and communicate these broader benefits, echoing arguments for multi-dimensional evaluation systems capturing economic, social, and cultural outcomes (Allen, 2004; Coles et al., 2022; Davey et al., 2023).

Overall, the integrated interpretation is that events are perceived as valuable components of Lisbon's tourism offer, but their strategic potential remains partially underexploited due to data fragmentation, limited stakeholder coordination, and measurement constraints. By explicitly linking quantitative patterns to qualitative mechanisms, the study provides a more grounded account of how events contribute to attractiveness and how operational constraints shape the visibility and convertibility of that contribution into measurable outcomes and strategic planning.

6. Conclusion

This study examined the role of events in shaping the perceived attractiveness of the Lisbon Region as a tourism destination through a mixed-methods design, combining an intercept survey of visitors with a focus group with hotel directors. Overall, the evidence suggests that events are perceived as a meaningful component of the destination offer, although not uniformly salient as a trip-planning trigger. In the quantitative strand, event relevance during trip planning shows substantial heterogeneity across respondents and varies with trip configuration and selected visitor characteristics, whereas satisfaction with experienced events is comparatively more convergent. Taken together, these patterns support interpreting events as a conditional pull factor whose salience depends on "who travels" and "under which trip configuration", rather than as a homogeneous driver across all visitors.

From a theoretical standpoint, the study contributes by reinforcing the multidimensional positioning of events within urban tourism ecosystems, while framing this contribution in line with what the data can support. Specifically, the findings are consistent with the view that events may complement and differentiate destination attractiveness through symbolic and functional attributes and may be associated with satisfaction-related evaluations and broader destination perceptions, as suggested in prior work (Hervás et al., 2020; Le et al., 2024; McCartney & Osti, 2007). Importantly, given the cross-sectional design, the non-probability intercept sampling strategy, and the descriptive/associative analytic approach, the quantitative results should be read as patterns and associations rather than as evidence of causal effects. Likewise, the qualitative strand provides mechanism-oriented interpretations and contextual explanations (e.g., coordination and attribution constraints) rather than estimates of impact magnitude.

Practically, the integrated evidence indicates that stakeholders may benefit from treating event strategies as segmentation-sensitive and from strengthening the informational and measurement conditions under which event-related demand can be anticipated and assessed. In particular, the

qualitative findings point to attribution and information-flow gaps that can limit strategic learning, while the quantitative findings show that event relevance and satisfaction are not uniform across visitor profiles and trip contexts. Accordingly, recommendations such as improving cross-stakeholder coordination (e.g., more systematic information flows about event calendars) and strengthening data infrastructures for registering event-related travel motives should be understood as conditional proposals grounded in the observed patterns and mechanisms, rather than as claims that such measures will necessarily increase demand or satisfaction.

Nevertheless, this study is not without limitations. A key limitation concerns measurement. Several focal perceptions were captured through single-item, domain-level ratings (e.g., importance and satisfaction with events/festivals and other destination pull-factor domains). While such global evaluations are common and practical in intercept survey contexts, they offer limited coverage of potentially multi-dimensional constructs and do not allow internal reliability assessment at the construct level. Accordingly, the quantitative evidence should be interpreted as indicative patterns in overall domain evaluations and their associations with visitor profiles and trip configurations, rather than as precise estimates of underlying latent perceptions.

External validity is also constrained by the single-destination, cross-sectional design, the non-probability intercept sampling strategy, and the bounded fieldwork window (November 2023 to February 2024), which may not fully capture seasonal or segmental variation in perceptions. In addition, although the focus group generated rich managerial insights, it was restricted to hotel directors and did not include other relevant stakeholder groups such as event producers, cultural institutions, or municipal representatives, limiting stakeholder breadth.

Future research should therefore: i) replicate the design in comparable urban destinations and across different seasons to test contextual generalisability; ii) incorporate longitudinal tracking (pre-/during-/post-event) to examine dynamics over time and strengthen attribution; and iii) broaden stakeholder coverage (e.g., event producers, cultural institutions, municipal planners), ideally linking attitudinal survey evidence with administrative or transactional data to validate behavioural outcomes and improve measurement of event-related demand.

Within these boundaries, the present findings suggest that events are perceived as a meaningful component of Lisbon's tourism offer and are associated with differentiated patterns of relevance and satisfaction across visitor profiles and trip contexts. The integrated evidence also highlights that coordination, and data-fragmentation constraints may limit how clearly event-related demand is registered and leveraged strategically, pointing to the value of more systematic information flows and impact-monitoring practices in future destination-level analyses.

Acknowledgements

This study was conducted within the scope of postdoctoral research in Economic and Business Sciences at the Faculty of Economics, University of Algarve. It forms part of the postdoctoral project entitled "SHIFTING in Event Management: Innovation in Collaborative Digital Marketing and Sustainable Tourism Development". The research was also supported by the SHIFT Project (Sustainability-oriented, Highly Interactive, and Innovation-based Framework for Tourism Marketing), funded under reference PTDC/EDE-OGE/2146/2021. In addition, this research was funded by national funds through FCT – Fundação para a Ciência e a Tecnologia, I.P., within the scope of UIDB/04470/2023, CiTUR – Centre for Tourism Research, Development and Innovation, and project UID/04020, Research Centre for Tourism, Sustainability and Well-being.

References

- Abou-Shouk, M., Mannaa, M. T., Zouair, N., Alzboun, N., & Abdel-Jalil, M. (2024). Local Events' Marketing Mix Effect on Visit Intentions: Destination Image as a Mediator. *Journal of Tourism and Services*, 28(15), 188-209. <http://doi.org/10.29036/jots.v15i28.663>
- Agyeiwaah, E., & Zhao, Y. (2024) Residents' perceived social sustainability of food tourism events. *Tourism Management Perspectives*, 53, 101276. <https://doi.org/10.1016/j.tmp.2024.101276>
- Agresti, A. (2018). *An Introduction to Categorical Data Analysis*. Wiley.
- Akgunduz, Y., Coşar, Y. (2018). Motivations of event tourism participants and behavioural intentions. *Tourism and Hospitality Management*, 24(2), 341-357. <http://doi.org/10.20867/thm.24.2.4>
- Aktepe, B., & Demirci, B. (2024). Emerging Technologies in the event industry. *Worldwide Hospitality and Tourism Themes*, 16(4), 498-518. <http://doi.org/10.1108/WHATT-06-2024-0124>
- Alam, K. (2024). An Analysis of the Impact of Experiential Marketing in the Tourism Industry: A Bibliometric Literature Review. *Journal of Economics, Management and Trade*, 30(8), 67-89. <https://doi.org/10.9734/jemt/2024/v30i81235>
- ALLEA (2023). *The European Code of Conduct for Research Integrity – Revised Edition 2023*. Berlin. <http://doi.org/10.26356/ECOC>
- Allen, J. (2004). *Marketing your event planning business*. John Wiley & Sons Canada Ltd.
- Andreis, F., & Carioni, M. (2022). Destination management and experiential tourism. *Conferencii*, 5(2). <http://doi.org/10.51586/RAI2022-2-5>
- Araújo, A. K., & Araújo, R. M. (2013). A inovação de processos: um estudo no segmento de restaurante *Cultur – Revista de Cultura e Turismo*, 7(3), 176-196.
- Barretto, M. (2008). Os museus e a autenticidade no turismo. *Revista Itinerarium*, 1, 1-24.
- Berridge, G. (2007). *Events Design and Experience*. Elsevier Butterworth-Heinemann.
- Bojanic, D. C. (2008). *Handbook of hospitality marketing management*. Routledge.
- Braun, V. and Clarke, V. (2008). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Chhabra, D., Healy, R., & Sills, E. (2003). Staged authenticity and heritage tourism. *Annals of Tourism Research*, 30(3), 702-719. [https://doi.org/10.1016/S0160-7383\(03\)00044-6](https://doi.org/10.1016/S0160-7383(03)00044-6)
- Chun, D-S., Park, K. K-c., & Kim, J-M. (2024). From Disruption to Sustainability: The Event Industry's Journey through the COVID-19 Pandemic. *Sustainability*, 16(14), 6013. <https://doi.org/10.3390/su16146013>
- Coles, T., Garcia, G., O'Malley, E., & Turner, C. (2022). Experiencing Event Management During the Coronavirus Pandemic: A Public Sector Perspective. *Frontiers in Sports and Active Living*, 3, 814146. <https://doi.org/10.3389/fspor.2021.814146>
- Connell, J., Page, S. J., & Meyer, D. (2015). Visitor attractions and events: Responding to seasonality. *Tourism Management*, 46, 283-298. <https://doi.org/10.1016/j.tourman.2014.06.013>
- Corazza, G. E. (2016). Potential Originality and Effectiveness: The Dynamic Definition of Creativity. *Creativity Research Journal*, 28(3), 258-267. <https://doi.org/10.1080/10400419.2016.1195627>
- Crowther, P. (2010). Marketing space: a conceptual framework for marketing events. *The Marketing Review*, 10(4), 369-383. <https://shura.shu.ac.uk/5227/>
- Damasio, J. S., Omar, O. A. M. S., & Hoffmann, M. G. (2015). Inovação na hotelaria: a percepção desse processo através do olhar de gestores do Porto da Ilha Hotel (Florianópolis, Santa Catarina, Brasil). *Turismo & Sociedade*, 8(2), 301-320. <https://doi.org/10.5380/tes.v8i2.38471>
- Daniel, M., Bogdan, G., & Daniel, Z. (2012). The use of event marketing management strategies. *Procedia – Social and Behaviour Sciences*, 46, 5409-5413. <https://doi.org/10.1016/j.sbspro.2012.06.448>
- Davey, A., Sung, B., & Butcher, L. (2023). Revisiting experiential marketing: a Delphi study. *Journal of Brand Management*, 31, 16-37. <https://doi.org/10.1057/s41262-023-00333-w>
- Díez-Pisonero, R. (2025). Events and Festivals as Strategic Tools for Understanding and Assessing the Symbolic Reconfiguration of the World Urban System. *Urban Science*, 9(6), 223. <https://doi.org/10.3390/urbansci9060223>
- Dolasinski, M. J., & Roberts, C. (2025). Mega-Events After COVID-19: Strategies for Sustainable Recovery. *Sustainability*, 17(14), 6453. <https://doi.org/10.3390/su17146453>

- Edu, T., Negricea, I. C., Haydam, N., & Avram, E. (2019). Measuring the Intention to Return to a Foreign Tourism Destination in the Cases of Two Age Layers of Generation Y- a Logistic Regression-centred Approach. Evidence from Romania and South Africa. *European Journal of Interdisciplinary Studies*, 11(1). <http://doi.org/10.24818/ejis.2019.01>
- Estevens, A., Cocola-Gant, A., López-Gay, A., & Fabiana, P. (2023). The role of the state in the touristification of Lisbon. *Cities*, 137, 104275. <https://doi.org/10.1016/j.cities.2023.104275>
- Folgado-Fernandez, J. A., Duarte, P., & Hernandez-Mogollon, J. M. (2021). Tourist's rational and emotional engagement across events: a multi-event integration view. *International Journal of Contemporary Hospitality Management*, 33(7), 2371-2390. <https://doi.org/10.1108/IJCHM-09-2020-1098>
- Garrod, B., & Almeida, A. (2023). On the strategic management of an events portfolio to extend tourists' length of stay: a LASSO approach. *Current Issues in Tourism*, 26(2), 305-322. <https://doi.org/10.1080/13683500.2021.2010673>
- Getz, D. & Page, S. (2020). *Event Studies: Theory, Research and Policy for Planned Events*. Routledge. <https://doi.org/10.4324/9780429023002>
- Gómez-Suárez, M., & Yagüe, M. J. (2021). Making Sense from Experience: How a Sustainable Multi-Sensory Event Spurs Word-of-Mouth Recommendation of a Destination Brand. *Sustainability*, 13(11), 5873. <https://doi.org/10.3390/su13115873>
- Gonçalves, S., & Umbelino, J. (2017). Os Eventos e a Animação Turística. In F. Silva, & J. Umbelino (Eds.), *Planeamento e Desenvolvimento Turístico* (pp 363-375), LIDEL.
- Hervás, J. C., Prado-Gascó, V., & Gonzáles-Serrano, M. H. (2020). Perceived Value in Sporting Events (PVSP): A Further Step for the Strategic Management. *Sustainability*, 12(14), 5498. <https://doi.org/10.3390/su12145498>
- Im, S., & Workman, J. P. J. (2004). Market Orientation, Creativity, and New Product Performance in High-Technology Firms. *Journal of Marketing*, 68(2), 114–132. <https://doi.org/10.1509/jmkg.68.2.114.27788>
- Jepson, A., & Stadler, R. (2017). Conceptualizing the Impact of Festival and Event Attendance Upon Family Quality of Life (QOL). *Event Management*, 21(1), 47-60. <https://doi.org/10.3727/152599517X14809630271078>
- John, A., Tyagi, P. K., & Nadda, V. (2024). A study on the impact of digital media on event tourism. Proceedings of the *International Conference on Innovation and Regenerative Trends in Tourism and Hospitality Industry* (IRTTHI 2024). https://doi.org/10.2991/978-94-6463-437-2_8
- Kampylis, P., Bocconi, S., & Punie, Y. (2012). *Towards a Mapping Framework of ICT-enabled Innovation for Learning*. Publications Office of the European Union. <https://doi.org/10.2791/89492>
- Kassean, H., & Gassita, R. (2013). Exploring tourist push and pull motivations to visit Mauritius as a tourist destination. *African Journal of Hospitality, Tourism and Leisure*, 2(3).
- Ko, S-H., Kim, J-Y., Choi, Y., Kim, J., & Kang, H. C. (2022). Storytelling festival participation. *Frontiers in Psychology*, 13, 968472. <https://doi.org/10.3389/fpsyg.2022.968472>
- Kruczek, Z. (2011). Exotic cultural tourism (trends, tour operators, participants). *Turystyka Kulturowa*, 2, 79-93.
- Kumar, V., Nayak, K. P., & Bhinder, H. S. (2021). The technology acceptance model and learning management system: A study on undergraduate tourism and hospitality students. *European Journal of Interdisciplinary Studies*, 13(2), 65–89. <https://doi.org/10.24818/ejis.2021.13>
- Le, T. H., Novais, M. A., Arcodia, C., Berchtenbreiter, R., Humpe, A., Nguyen, N. (2024). How authenticity in events fosters social sustainability: Towards an authenticity ecosystem and implications for destination management. *Tourism Management Perspectives*, 51, 101222. <https://doi.org/10.1016/j.tmp.2024.101222>
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80(6), 69-96. <https://doi.org/10.1509/jm.15.0420>
- Li, L., & Li, S. (2022). Do Tourists Really Care about Authenticity? A Study on Tourists' Perceptions of Nature and Culture Authenticity. *Sustainability*, 14(5), 2510. <https://doi.org/10.3390/su14052510>
- Li, X., Yuan, Y., & Zhang, J. (2023). The influence of tourists' emotional experiences on destination loyalty from the perspective of community economy. *International Journal of Tourism Research*, 26(1). <https://doi.org/10.1002/jtr.2630>
- Lockstone-Binney, L., Robertson, M. & Junek, O. (2013). Emerging knowledge and innovation in event management. *International Journal of Event and Festival Management*, 4(3). <https://doi.org/10.1108/IJEFM-06-2013-0010>

- Ma, J., Scott, N., & Wu, Y. (2024). Tourism destination advertising: effect of storytelling and sensory stimuli on arousal and memorability. *Tourism Review*, 79(3), 671-687. <https://doi.org/10.1108/TR-07-2022-0319>
- Machado, A. T., Santos, Z. R., Nunes, S., Rosário, J., Belo, M., Costa, T., Severino, F. S., Calisto, M. L., Roque, A. G., & Cristina, M. (2024). Unlocking Tourism Diversity in Winter: Clusters of Tourists in Lisbon Based on Motivations, Profiles, and Behaviour. *European Conference on Innovation and Entrepreneurship*, 19(1). <https://doi.org/10.34190/ecie.19.1.2589>
- Majumder, S. (2025). Destination marketing and tourism demand strategies trends and impacts. *Journal of Tourism and Sports Management*, 7(1), 2174-2201.
- Marujo, N. (2015). *Turismo, Turistas e Eventos: da teoria à prática*. RVJ – Editores.
- Mason, P., Augustyn, M., Seakhoa-King, A. (2024). *How to use mixed methods in tourism research*. Edward Elgar Publishing. <https://doi.org/10.4337/9781035314096>
- McCartney, G., & Osti, L. (2007). From Cultural Events to Sport Events: A Case Study of Cultural Authenticity in the Dragon Boat Races. *Journal of Sport Tourism*, 12(1), 25-40. <https://doi.org/10.1080/14775080701496750>
- Niu, H-J., Wu, E-T., Yen, C-Y., Chen, M-J., & Yu, C-C. (2025). From visitors to vitality: How relational populations support regional revitalization in aging urban and rural areas. *Sustainable Futures*, 9, 100669. <https://doi.org/10.1016/j.sftr.2025.100669>
- Pencarelli, T., Migliaccio, M., Splendiani, S. & Rivetti, F. (2013). Creativity and Innovation in Tourism: The Role of Events. In M. Kozak, L. Andreu, J. Gnoth, S. Liebe & A. Fyall (Eds.), *Tourism Marketing: On Both Sides of the Counter* (pp 241-260), Cambridge Scholars Publishing.
- Peng, H., Xu, S., & Yang, M. (2023). The influence mechanism of service innovation on consumer mobile sharing in the age of digital intelligence. *Frontiers in Communication*, 8, 1197689. <https://doi.org/10.3389/fcomm.2023.1197689>
- Richards, G. (2007). *Cultural tourism: global and local perspectives*. Haworth hospitality Press.
- Richards, G., & Fernandes, C. (2023). Cultural tourism during then COVID-19 pandemic in Portugal. *Tourism, Culture & Communication*, 23(2-3), 219-231. <https://doi.org/10.3727/109830422X16600594683427>
- Richards, G., Dimitrova, A., & Simons, I. (2023). *Measuring Physical, Digital and Hybrid Leisure Experiences at Events*. Breda University of Applied Sciences. <https://doi.org/10.13140/RG.2.2.28944.48647>
- Richards, G., & Jarman, D. (2021). Events as platforms, networks, and communities. *Event Management*, 25, 1-7. <https://doi.org/10.3727/152599520X15894679115420>
- Richards, G., & Marques, L. (2025). *Creating synergies between cultural policy and tourism for permanent and temporary citizens*. OSF. <https://doi.org/10.17605/OSF.IO/ENS87>
- Rust, E. (2020). Understanding experiential value creation at small-scale events: a multi-stakeholder perspective. *Journal of Policy Research in Tourism, Leisure and Events*, 12(3), 344-362. <https://doi.org/10.1080/19407963.2019.1701811>
- Ryan, C. (2003). *Recreational Tourism: Demand and Impacts*. Channel View Publications.
- Skavronskaya, L., Moyle, B., & Scott, N. (2020). The experience of novelty and the novelty of experience. *Frontiers in Psychology*, 11, 322. <https://doi.org/10.3389/fpsyg.2020.00322>
- Salman, D., Tawfik, Y., Samy, M., & Artal-Turd, A-T. (2017). A new marketing mix model to rescue the hospitality industry: Evidence from Egypt after the Arab Spring. *Future Business Journal*, 3(1), 47- 69. <https://doi.org/10.1016/j.fbj.2017.01.004>
- Santos, J. R. (2019). Public Space, Tourism and Mobility: Projects, Impacts and Tensions in Lisbon's Urban Regeneration Dynamics. *The Journal of Public Space*, 4(2), 29-56. <https://doi.org/10.32891/jps.v4i2.1203>
- Sequera, J., & Nofre, J. (2019). Touristification, transnational gentrification and urban change in Lisbon: The neighbourhood of Alfama. *Urban Studies*, 57(15), 3169-3189. <https://doi.org/10.1177/0042098019883734>
- Sethi, R., Smith, D. C., & Park, C. W. (2001). Cross-Functional Product Development Teams, Creativity, and the Innovativeness of New Consumer Products. *Journal of Marketing Research*, 38(1), 73–85. <https://doi.org/10.1509/jmkr.38.1.73.18833>
- Shone, A., & Parry, B. (2004). *Successful event management: a practical handbook*. Thomson.
- Smith, J. B., & Colgate, M. (2007). Customer Value Creation: A Practical Framework. *Journal of Marketing Theory & Practice*, 15(1), 7–23. <https://doi.org/10.2753/MTP1069-6679150101>

- Smith, W. R., Treem, J. W., & Love, B. (2023). When Failure is the Only Option: How Communicative Framing Resources Organizational Innovation. *International Journal of Business Communication*, 60(3), 976-999. <https://doi.org/10.1177/2329488420971693>
- Torres, P., & Godinho, P. (2023). Does tourism matter to national innovation capability?. *Tourism Planning & Development*, 20(1), 108-133. <https://doi.org/10.1080/21568316.2022.2146740>
- Unson, S., Wang, W., & Harrison, K. (2023). Necessity is the mother of innovations: A qualitative study of event innovations during “shock” events. *Journal of Convention & Event Tourism*, 24(5), 458-479. <https://doi.org/10.1080/15470148.2023.2228468>
- Uslu, A., Recuero-Virto, N., Eren, R., Blasco-López, M. F. (2024). The role of authenticity, involvement and experience quality in heritage destinations. *Tourism & Management Studies*, 20(3), 79-91. <https://doi.org/10.18089/tms.20240306>
- Vogt, D. (2013). *Innovation Perception from a Customer Perspective: Recognition, Assessment, and Comprehension of Innovations* [Doctoral dissertation, University of St. Gallen].
- Voss, C & Zomerduk, L. (2007). Innovation in experiential services – An empirical view. In DTI (ed.), *Innovation in Services* (pp 97-134), DTI.
- Wallace, K., & Michopoulou, E. (2019). The Stakeholder Sandwich: A New Stakeholder Analysis Model for Events and Festivals. *Event Management*, 23(4-5), 541-558. <https://doi.org/10.3727/152599519X15506259855742>
- Wood, E. H. (2009). Evaluating Event Marketing: Experience or Outcome?. *Journal of Promotion Management*, 15(1-2), 247-268. <https://doi.org/10.1080/10496490902892580>
- Wyatt, B., & Rossetti, G. (2024). The current state of festival storytelling research (1980–2024): introduction to the special issue, festivals and storytelling. *Event Management*, 28, 493-509. <https://doi.org/10.3727/152599524X17077053867845>
- Zhang, S-N., & Deng, F. (2022). Innovation and authenticity: Constructing tourists’ subjective well-being in festival tourism. *Frontiers in Psychology*, 13, 950024. <https://doi.org/10.3389/fpsyg.2022.950024>
- Zhou, M., & Yu, H. (2022). Exploring How Tourist Engagement Affects Destination Loyalty: The Intermediary Role of Value and Satisfaction. *Sustainability*, 14(3), 1621. <https://doi.org/10.3390/su14031621>