

## **Risk and Crisis Management in Tourism and Culture, Case study “Athanasakio Archaeological Museum of Volos”**

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### **ANNOTATION**

Tourism risk management is a procedure, which identifies and analyzes the risks, choosing the appropriate steps to be done. This management concerns systematic processes for solving problems. In tourism, risk management is connected to crisis management, as it evaluates and monitors the risks to the organization, catching a crisis in the future. Moreover, risks and crises are characterized by uncertainty and unpredictability. These factors can affect tourism and culture and the reputation of businesses or regions. The Archaeological Museum of Volos, popular as Athanasakio Archaeological Museum of Volos, is the central archaeological museum of the region of Magnesia, and simultaneously, one of the oldest institutions, built in a neoclassical rhythm, as it is a donation by Alexios Athanasakis, whose origins was from Portaria of Pilio. In this article we discover the Co-creation and Emotions of Behavioral Intentions of Visitors to Archaeological Museum of Volos Model which based on specific parameters. They consist of steps and processes, so that every condition can be effectively confronted.

**KEYWORDS:** Tourism; risk; management; visitors; model.

### **1. Introduction**

Tourism risk management is a procedure, which identifies and analyzes the risks, choosing the appropriate steps to be done. This management concerns systematic processes for solving problems. In tourism, risk management is connected to crisis management, as it evaluates and monitors the risks to the organization, catching a crisis in the future (Robertson, et al., 2004).

Tourism industries have been proved to be more vulnerable from other companies to crises, such as natural disasters, epidemics, mismanagement, or terrorist attacks (Santana, 2008, pp. 299-231). Crisis management in tourism is closely related to the ability of companies to reduce crises, confront their impacts, and recover their essential functions. The aim is to act quickly, depending on several social, political, and economic factors.

The Archaeological Museum of Volos, popular as Athanasakio Archaeological Museum of Volos, is the central archaeological museum of the region of Magnesia, and simultaneously, one of the oldest institutions, built in a neoclassical rhythm, as it is a donation by Alexios Athanasakis, whose origins was from Portaria of Pilio (Ministry of Culture and Sports, 2012). Thus, it constitutes a paradigm of organizational risk and crisis management, as well as an opportunity to promote the local cultural heritage.

## 2. Risk Management in Tourism and Culture

Risk is the possibility that something may happen and impact some objectives (Robertson, et al., 2004). Tourism risk management is a procedure, which identifies and analyzes the risks, choosing the appropriate steps to be done. This management concerns systematic processes for solving problems. In tourism, risk management is connected to crisis management, as it evaluates and monitors the risks to the organization, catching a crisis in the future (Robertson, et al., 2004).

By examining the disaster management for communities and societies, tourism and culture play a significant role, as they contribute to the development and implementation of relevant strategies and regimes (Robertson, et al., 2004). Risk management is based on communication, consulting, monitoring, and review (Robertson, et al., 2004). So, five are the main steps it represents: the definition of the context, the identification of risks, the analysis of risks, the evaluation of risks, and the treatment of risks (Robertson, et al., 2004). Especially:

- The step of defining the context includes the framework in which risk management policies are implemented, as well as the elements that are taken into account to evaluate risks (Robertson, et al., 2004). So, this step concerns several systems of the internal and external environment.
- The step of identifying risks includes the sources that cause risks and the way to be handled. This is a systematic procedure, which ensures that all sources are identified and preceded. They are constantly reviewed, so that the destination of the organization can be correctly approached.
- The step of analyzing risks includes the comprehension of the risks' nature, their likelihood, and the consequences they can create (Robertson, et al., 2004). In this way, the company can decide successfully which risks it must confront and also, which measures it should receive.
- The step of evaluating risks includes the risks that have to be managed, as well as their order of significance (Robertson, et al., 2004). The information collected is very important to accomplish this activity.
- Finally, the step of treating risks includes the possible measures and policies to be taken, as well as the selection of the most suitable at any case (Robertson, et al., 2004). To succeed this, it has to be taken into account the relationship between costs and benefits, the acceptance by visitors, other organizations which have the same responsibilities, etc.

Moreover, risks and crises are characterized by uncertainty and unpredictability. These factors can affect tourism and culture and the reputation of businesses or regions (PATA, 2011). The management of these circumstances must include strategies and measures to prevent them (UNWTO, 2011). The early intervention occurs risk management from becoming a crisis. It has to present the possible negative events and their handling. As PATA (2011) has marked, not only the identification and analysis of risks are useful, but also the planning, tracking, and controlling of them, as they establish a unique process to face crises. Also, communication is important, as it ensures the factors implemented in every change in the risk environment (Moreira, 2007). By understanding the nature of crises and the possibility of their development, an appropriate framework can be scheduled to confront them. As Faulkner (2001) has noticed, touristic destinations face a range of risks, which

spread widely inside or outside the control of management. Preparation, response, and recovery are necessary to obtain knowledge and plan measures of confrontation.

As research has shown, there is not a unique technique of facing a crisis in tourism or culture. Many factors constitute tourism resilience. Tourism resilience is an ability to predict crisis before it happens, as well as its degree of expression. To be effective, strategies and programs have been created, either internationally or individually.

Finally, it could be recorded that risk management is applied by four phases: the reorganization, by making constant changes to social structures, the exploitation, by founding new political, cultural, and social relationships, the conversation, by constructing gradually a new state, and the release, by supporting the rigidity and the changes (Holiday, 2001). However, risk management constitutes a procedure, which prevents a crisis to develop and maintain the security and harmonic function of the company in the public or private sector. Thus, it is an important step for industrial management, necessary to every organization, so that protocols and regulations implemented can successfully manage to handle various crises.

### 3. Crisis Management in Tourism and Culture

Tourism industries have been proved to be more vulnerable from other companies to crises, such as natural disasters, epidemics, mismanagement, or terrorist attacks (Santana, 2008, pp. 299-231). As crises are not limited geographically, the need for increasing techniques which deal with tourism management is obligatory.

Crisis management in tourism is closely related to resilience. Resilience is the ability of companies to reduce crises, confront their impacts, and recover their essential functions (UNWTO, 2011). Resilience aims to act quickly, depending on several social, political, and economic factors. The important part of its implementation is to happen before a crisis. It assists to comprehend the necessary interventions, so that the system can maintain its functions and be regenerated (UNWTO, 2011).

In tourism, resilience was established by Cochrane (2010). Its main characteristics are the ability to understand the market, the collaboration between stakeholders, the leadership in the public sector, and the flexibility to change (UNWTO, 2011). So, the two basic categories of crisis in tourism, namely crises apart from individuals, like crises resulting from a false or unsuccessful human act, are predicted and avoided (UNWTO, 2011).

According to the UNWTO (2011), tourism crises can be separated into five categories:

- Environmental crises. They include geological phenomena, weather changes, and situations in nature caused by humans, such as climate change.
- Societal and political crisis. They include terrorism, human rights abuse, illegal elections, etc.
- Health-related crises. They include epidemics and diseases in the human and animals.
- Technological crises. They include system failures and digital problems.
- Economic crises. They include financial crises and accidents affecting clients and employees, especially within a company.

As research has shown, the most important category of crises is the societal and political ones. Any kind of crisis affects touristic normality, either due to the damage caused or the insecurity created. As a consequence of a crisis, tourist arrivals are reduced and employees in

hotels and resorts too. Moreover, tour operators and airlines have reduced ask for traveling, as the physical damage caused, the possible risk and insecurity, the negative affects of consumer confidence, the decisions to cancel their trips, the reduction of flights, etc, result in a further continuous crisis in tourism and culture, by losing jobs and economic benefits. Simultaneously, the government loses its income and taxes, as touristic industries do have not the possibility to pay, while investors are discouraged to put their money in resorts and touristic areas (Misrahi, 2016).

The effects of a crisis may have a short duration and leave space for recovery. This is an opportunity to bring tourism back to normal conditions, while the whole atmosphere maybe still dangerous (UNTWO & ILO, 2013). A survey has shown, individual businesses need several years to remove from crises (UNTWO & ILO, 2013). The degree of sensitive conditions for a market due to a crisis incident differs and depends on several elements, such as age, culture, the experience of travel, etc. According to recent research, markets of West Europe and North America are the most sensitive (UNTWO & ILO, 2013).

Moreover, terrorist attacks and their threat lead to cancellations of traveling (Misrahi, 2016). During 2008-2009, when the global financial crisis was at its peak, tourism also experienced a period of crisis, which lasted for many years. The tourism industry showed a remarkable decline and traveling changed significantly, by choosing shorter trips or domestic ones (UNTWO & ILO, 2013). Destinations that were popular in West Europe and North America were the most affected. In addition, organized travel with businesses suffered a harder crisis that travels for pleasure without participation to groups, as the financial crisis affected mostly business activity (Andriotis, 2008).

There are some steps that every organization has to follow before a crisis emerges:

- In the beginning, it has to set up a committee responsible for such themes and especially, responsible to recover situations after a tourism crisis, even if it means the management of a natural disaster or a risk management public or private schedule (COMCEC, 2017).
- Then, it must define a location as headquarter when a crisis is active.
- It also has to define a responsible person for the constant communication with the public carriers in case of crisis.
- In the private sector, it must be a leader in the staff, which will arrange every suspension and allocate the specific role that every employee takes during a crisis (COMCEC, 2017).
- Then, the organization has to establish a communication plan, including the human, financial, and technical resources demanded.
- It also needs to create some fixed messages, which will be widely used during a case of crisis, such as UNTWO's Toolbox which has to do with Crisis Communications in Tourism (2011).
- It has to schedule policies and strategies for confronting a crisis.
- It must know the commercial trends and predict the possible reactions of them in case of a crisis (COMCEC, 2017).

Furthermore, the organization has to develop a good relationship with the media, so that it can be positively advertised in case of a crisis. Also, it has to develop positive and mutual relationships with tour operators, personnel, and visitors.

Additionally, the organization needs to train its staff in safety issues, so that risks and

property damage can be minimized (Nowacki & Kruczek, 2020).

The steps mentioned above, made during a pre-crisis level, follow another category of policies in facing a crisis, the prodromal stage (COMCEC, 2017). This stage concerns the situation that crisis has begun to increase, but not to a high degree yet. In this case, a quick and correct answer must be given. So, the principals followed are:

- To develop the communication between responsible persons for tourism function and several relevant bodies to act (Andriotis, 2008).
- To implement the operations scheduled by businesses in case of a crisis emergence.
- To complete the messages sent to the media and public.
- To activate a carrier or sector, which will be responsible to communicate with relatives and mitigate the damage caused by the crisis (Nowacki & Kruczek, 2020).

After the prodromal stage, there is the emergency stage. This stage concerns an immediate crisis response. The steps followed in this stage are:

- The ensuring of safety to customers by covering their basic needs and evacuating places if needed.
- The ensuring of safety to employees by transferring them outside the crucial area.
- The application of emergency infrastructural repairs (Andriotis, 2008).
- Often update on crisis using the communication center and sending the correct messages to third parties.
- The communication with booked customers by companies in order to inform them about the situation prevailed and discuss with them the development of their trip (Nowacki & Kruczek, 2020).

However, after the completion of a crisis, a post-crisis period erases. This period can be immediate or mid-term and aims to recovery after the emergency phase. In this phase, the government must assist. Until the recovery succeeds, the promotion of it in destinations that have been unaffected should be limited (COMCEC, 2017). The information provided must be accurate, in order to enable visitors to decide correctly and arrange their travel with safety. Communication is very important, either with operators, travel agents, organizers, or tourists. The managers should eliminate the damage caused, either physical or reputational (Nowacki & Kruczek, 2020).

Some of the policies that could confront a crisis are:

- The coordination between the public and private sectors by implementing a common plan about the local and national crisis management task force (Zaharatos & Tsartas, 2008).
- The repair of infrastructure damage caused, so that tourism can quickly be brought back to its normal situation.
- The marketing with trips and promotion of the local area, in order to provide visitors positive information about their destination (Zaharatos & Tsartas, 2008).
- The organization of industrial information for recovery, so that it can be suitably used by governmental agencies and carriers and stop the “fake news” on social media (Zaharatos & Tsartas, 2008).
- The focus on less vulnerable markets.



- The ensuring of security and safety's rules.
- The reinforcement of public and private cooperation.
- The financial governmental assistance to businesses.

After this phase, follows the post-crisis recovery phase. It concerns the long-term recovery of touristic and cultural businesses and can be defined in six steps:

- The planning for infrastructural improvements (Zaharatos & Tsartas, 2008).
- The adjusting of investments to the financial data provided.
- The increase of professional skills and services in tourism and culture and the supplying of jobs to every person who wants to be trained for such a reason and especially, in safety and security procedures (Zaharatos & Tsartas, 2008).
- The reorganization of websites and social media by updating them with information about activities, festivals, familiarization trips, location data, etc., so that recovery can be quickly replaced.
- The creation of opportunities in tourism and culture, by emerging trends, markets, etc.
- The development of new products.

Finally, the post-crisis phase is followed by resolution (COMCEC, 2017). This means that both public and private carriers act in cooperation, so that all measures taken during the previous phases can be effective and consistent with the available resources (COMCEC, 2017). This is very important, as it assists to increase awareness in responding to crises and changing markets according to travelers' desires, using the appropriate strategies. So, crisis management has been proven a significant practice for every business, either individually or as a team, as it can handle difficult situations with composure and effectiveness. By following the steps and methods above, every company can face a crisis and minimize its consequences to its function. Tourism and culture need to have such programs and responsible people, especially in Greece which constitutes a large part of its economy, so that immediate recovery can be assured. Thus, crisis management is essential to the touristic and cultural industry.

#### **4. Athanasakio Archaeological Museum of Volos**

The Archaeological Museum of Volos, popular as Athanasakio Archaeological Museum of Volos, is the central archaeological museum of the region of Magnesia, and simultaneously, one of the oldest institutions, built in a neoclassical rhythm, as it is a donation by Alexios Athanasakis, whose origins was from Portaria of Pilio (Ministry of Culture and Sports, 2012).

Administratively, the museum belongs to the IC' Tax Office of Prehistoric and Classical Ancients of Volos, which is a caretaker unit of the Ministry of Culture about the prehistocal and classical ancients of the region (Ministry of Culture and Sports, 2012). It was built in 1909 and is on the ground floor with a total surface of 870 square meters and seven classrooms (Nikolaou, 2012). It is placed on the beach of Volos, in the park of Anavrou.

In the beginning, it was planned to be structured by the mechanic of the Archaeological Company, A. Aggelides. Then, it was structured by the architect, I. P. Skoutaris (Nikolaou, 2012). Its main aim of the foundation was the accommodation and exhibition of written sepulchral columns of Greek years from the cemetery of Saint Dimitriadis, findings discovered by A. Arvanitopoulou at the early beginning of the 20<sup>th</sup> century (Nikolaou, 2012).

Its huge wealth in the collection of ancient findings and the lack of sufficient classrooms for exhibitions have made obligatory the need for the expansion of the building. This has been accomplished in 2004 (Ministry of Culture and Sports, 2012). After the exhibitions of 2004 and 2009, the museum hosts archaeological findings from the Neolithic period to the Roman years (Ministry of Culture and Sports, 2012). The exhibitions are conducted in eight classrooms on the ground floor of the building and include findings of the archaeological research made in the Region of Magnesia from the beginning of the 20<sup>th</sup> century until nowadays (Nikolaou, 2012). Informative documents, schedules, and photographs assist the visitor to obtain a total opinion about the kind and use of these archaeological findings during ancient times and also, about the archaeological places from which they become.

In the Museum, nowadays, many educational programs take place on a stable basis and annually. They are based on active learning by studying carefully the exhibitions, expressing the feelings and the ideas, and acting productively (Ministry of Culture and Sports, 2012). These programs concern mostly schools and special teams of the public.

Moreover, it is remarkable the way that all these findings are presented and exhibited, as the halls are full of artworks and representations of graves (Nikolaou, 2012). Visitors can “live” the past reality and understand their relationship with the antiquities. In two of the eight halls of the Museum take place periodical exhibitions. Furthermore, an exhibition of the Angelos Bastis collection from all over Thessaly has been donated to the Museum (Nikolaou, 2012). Also, the exhibition of new acquisitions become from Magnesia and Karditsa (Nikolaou, 2012).

The written sepulchral columns of Greek years from the cemetery of Saint Dimitriadis and findings of A. S. Arvanitopoulou excavations became the first museum collection (Municipal Center of History and Documentation of Volos, 2006). These columns have been the basic theme of the re-exhibition of D. R. Theocharis in 1961, with findings of Mikines. Also, G. Chourmouziadis erased the panes of displays, so that the visitor can have an immediate relationship with the artwork and simultaneously, he formed collections of findings depending on their social value (Malakasiwti, 1990).

After the reform of the new buildings, the Museum hosts archaeological findings from the Magnesia Region, from the Paleolithic Period to the Roman years, while periodical exhibitions with new findings and dedications to important personalities of Thessaly are conducted (Nikolaou, 2012). Moreover, the foundation of the Diachronic Museum of Larissa in 2015 on the hill “Mezourlo” has been the step to complete the presentation halls of archaeological findings of Thessaly, as its central archaeological museum and one of the ten biggest ones of the countries (Tax Office of Ancients in Larissa, 2016).

If we could try to record some research questions of the present study about the value of this museum and the degree that its services and facilities impact to visitors and create feelings to them, we could refer to the Co-creation and a Model which refers to the Behaviors of Visitors to Archaeological Museum of Volos, by claiming the following three questions:

- Is there any important relationship between the visitors’ realization about the Archaeological Museum of Volos (based on the building, aesthetics, exhibitions’ history, inclusion of acts, easy access) and their feelings?
- Does massive tourism in the Archaeological Museum of Volos during the pandemic of covid-19 affect positively emotions to visitors?

- Does World of Mouth create an important relationship between visitors' satisfaction from consumer attitudes and their behavioral intentions to revisit and suggest the Archaeological Museum to others?

The Co-creation Model and visitors' satisfaction to revisit intentions to Archaeological Museum of Volos is based on specific parameters. At first, it is based on the experiences that visitors have, as the whole of their knowledge or feelings through impression (Cayne, 1991). These experiences can be co-created and personalizing during the satisfaction of an active visitor (Campos, et al., 2017, Minkiewicz, et al., 2014). This happens depending on the psychological events that a visitor experiences while traveling (Campos, et al., 2015).

Furthermore, this kind of the Model is based on emotions as an experience in reaction to some stimulus (Wilkie, 1994). As Mehrabian & Russell (1974) state, emotions are developed by defining pleasure, arousal, and dominance.

Another element of this Model is satisfaction. This is a reflection of the service provided to the visitor and how it fulfills the demands of the customer (Hill & Alexander, 2006). Also, it can be the attitude produced after an experience (Pearce, 2005). For visiting the museum, this feeling reflects the emotional values of the product and the elements which attracted the visitor. It is a co-creative procedure with experiences (Vitterso, et al., 2000).

Finally, equally important is the continuous consumption of experiences. It is closely related to the services provided (Caru & Cova, 2007). Visitors' attraction is based on a system of products, which have been created independently by the consumer. This kind of model has no heritage interpretation and visitors do not receive information about historic houses and traditional locations and art galleries (Nowacki & Kruczek, 2020).

Also, important roles play some other factors. For example, the historic residence, by maintaining and interpreting history, emphasizes the lives of the people living in it (Butler, 2002). These buildings evoke memories in visitors and create a nostalgic mood about the old times (Chhabra, 2010). For this factor, many variables have been used to measure their addiction to thematic museum projects. Characteristic is the variable used by Palau-Saumell, et al. (2013) with which is measured the degree that aesthetics create to visitors and the measurements are impressive of the thematic museums.

Consumers' perception is based on the understanding or impressing of a stimulus (Swan, 2010). They often are emotional. They also interact with employees, which play a significant role in consumer attitudes to customers (positively emotions), as combined behaviors and knowledge when a service is supplied. This interaction happens with the staff at the ticket office, book store, souvenir selling store, exhibition, etc (Nowacki, 2005). In order for this interaction to be measured, the degree to which visitors received services and employees were willing to provide them has been examined.

Also, crowding as environmental and behavioral psychology affects visitors' emotions. The physical, social, and personal factors that interfere with activities make the impression that space has many people. This becomes unpleasant and causes anxiety to the visitor. It can make pleasant preconditions only when the space is full of opportunities for social contact.

Cognitive appraisals as a series of processes that create positive or negative emotions are effective too (Hosany, 2012). The most popular model for this factor is the PAD model, namely pleasure, arousal, and dominance, which detects the emotions between the



atmosphere in a museum and how the human behaves (Forrest, 2013). Also, behavioral intentions are important, as they represent the level of consumer loyalty (Oliver, 1999). Word-of-mouth has been proved reliable information of experience (Chen, et al., 2011).

Perceptions of fairness are significant too, as they maintain people in an exchange relationship with others and invest in them. Consumers have a predictive expectation price from their prior experiences. If this price is different from the reference price, then the feeling of unfairness is raised (Xia, et al., 2004). So, the actual price and reference price are compared.

Research has shown that visitors' effect at the historic museums influences their emotions about how they behave, while the degree and kind of their interactions with the personnel affect too (Palau-Saumell, et al., 2016). The limited number of visitors effect positively to visitors' emotions and their perception of fairness forms the relationships between them and with the staff (Palau-Saumell, et al., 2016).

However, in the effort to approach the model mentioned above, it can be useful to shortly record the basic differences that massive tourism has from alternative tourism, how this has been formed due to the digital era, and what measures have been taken due to the pandemic of covid-19. As the International Academy of Tourism has mentioned, massive tourism is the whole of human movements and activities by externalizing the nature of it individually and massively. It is a phenomenon, which represents an open system of human resources, area of origin, possible intermediate area, area of arrival, and touristic industry (Zaharatos & Tsartas, 2008). Moreover, shopping, traveling, destination, and marketing are characteristics of mass tourism. On the opposite, alternative tourism is a different way of thinking, as tourists care about the environmental protection and the effort to maintain the social and cultural heritage of the area visited (Andriotis, 2008). Some of the categories of alternative tourism are argitourism, social tourism, cultural tourism, natural tourism, mountaineering tourism, tourism of health, educational tourism, religion tourism, time-share, etc (Andriotis, 2008).

Furthermore, the electronic tourism includes the digitalization of all procedures in tourism and hospitality's industries, which allow the organizations to maximize their efficiency and performance (Buhalis, 2003). In electronic tourism anyone can find electronic commerce, marketing, electronic exchanges, etc. As electronic services have affected all sectors of human activity, especially during the covid-19 era, tourism today is expressed better through the internet and digital facilities. Many new electronic services are available on the internet and serve a wide spectrum of consumers' needs. The most popular are e-shops, e-magazines, booking, Trip Advisor, Pay Pal, etc.

Electronic tourism had to be revised, due to covid-19 prevail and the measures received to confront the pandemic. So, it has been developed to such a degree that it can control the competitiveness of industries in tourism for long term. These digital services are necessary, as they contribute to the development and sustainability of companies, while consumers become more familiar with the new data. As research has shown, in Europe, 0,2 billion euro in 1998 increased dramatically to 20,5 billion euro in 2006. They enrich the tourism experience by providing facilities, speed, and comfort. These technologies have to be included in the productive procedure of services. Thus, problems, such as the full dependence of individual companies from big chains, the prohibition of invoicing for up to two years due to a small dynamic, the restricted access to market, etc have been solved. So, a large number

of available data, quick access, information, evaluation of critics, etc have been created due to digital technologies applied (Marcussen, 2009).

Also, research has shown that electronic services in tourism and culture improve the company's position and competitiveness, as well as consumers' position about their negotiation ability (Marcussen, 2009). The environment becomes friendlier to consumers, as online exchanges are easily approached and communication too. These means of function in the industrial sector are very important nowadays, due to the strict measures implemented because of covid-19. Many museums and touristic companies have developed a fully competitive and efficient system of digital services, so that tourists can serve their needs and fulfill their expectations. Digital technology, thus, seems to be very assistive to the tourism and culture industry.

Finally, Athanasakio Archaeological Museum of Volos constitutes a modern Museum, which is included in the most popular in the country. It provides qualitative services to visitors, so that the history it represents can be easily and delightfully understood. The use of digital technologies has significantly improved its services and tourists stay satisfied by the conditions during their visit. So, this Museum is an opportunity to learn the local history and the cultural heritage.

## 5. Conclusion

In conclusion, risk and crisis management in tourism and culture are strategies necessary to every industry, in order to be sustainable. They consist of steps and processes, so that every condition can be effectively confronted. They depend on several social, political, and economic factors. The more preventive measures are received, the better a crisis is managed. This is closely relative to visitors' feelings and perception of their visit or trip. This element is reinforced by the use of digital technologies by tourists. Athanasakio Archaeological Museum of Volos is a characteristic paradigm of such an industry, which includes rich cultural heritage and applies protocol and rules for crisis management. However, this Museum is an organized institution that promotes local history.

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