Ca' Foscari
University
of Venice

Master's degree

in Innovation and Marketing

Final Thesis

Engaging Generation Z in an institutional project with a with a forward-looking perspective

The case of VeniSia

Supervisor

Ch. Prof. Checchinato Francesca

Assistant supervisor

Ch. Prof. Carlo Bagnoli

Graduand

Giorgia Berto

879629

Academic Year

2023 / 2024

TABLE OF CONTENTS

TABLE OF CONTENTS **2**

ACKNOWLEDGMENTS **4**

ABSTRACT **5**

LIST OF FIGURES **6**

INTRODUCTION **7**

1 THE INVOLVEMENT OF GENERATION Z IN AN INSTITUTIONAL PROJECT: THE SIGNIFICANCE OF YOUTH PARTICIPATION **9**

1.1 Generational cohorts 9

1.2 Characteristics of generation Z 12

1.3 Effective Strategies and Approaches to Engage Generation Z 19

1.3.1 Insights into Generation Z Communication, Marketing Strategies, and Workplace Dynamics 23

1.4 Importance of an institutional future-oriented project to generate interest 26

2 COMMUNICATION AND SOCIAL MEDIA **29**

2.1 Social Media Marketing 29

2.2 Key Role of Social Media in Interaction with Generation Z 34

2.2.1 Adapting to the Shift: Strategies for Building Stronger Connections with Customers in a Digital Era 35

2.2.2 Engaging Generation Z through Social Media Marketing 37

2.3 Importance of youth engagement and participation 40

2.3.1 A concrete case: Wisdom2Action 42

2.4 Creating a Consumer Project through a Social Media Presence Strategy 43

2.5 Project Vision and the implementation through Digital Platforms 46

3 THE CONTEXT **49**

3.1 Venice a fragile city 49

3.1.1 Over tourism 50

3.1.2 Risk of sinking and high tides 55

3.1.3 Depopulation 58
3.2 Impact of touristification on quality of life (QOL) 60
3.2 VeniSIA - Venice Sustainability Innovation Accelerator 63
3.2.1 The project: Venice Rebels 66
4 METHODOLOGY 67
4.1 Research design 67
4.2 Questionnaire's structure 68
4.3 Data collection and synthesis of the results 69
4.4 Findings 82
CONCLUSION 85
REFERENCES 89
APPENDIX 111

ACKNOWLEDGMENTS

I would like to express my deepest gratitude to those who have supported and guided me throughout the process of preparing my master's thesis.

First, I want to thank the Professor Checchinato for her guidance and assistance throughout this endeavor, but also a special mention goes to the members of VeniSia that have supported me providing constructive feedback and the necessary resources for my research.

To my family, I owe a debt of gratitude for their lifelong encouragement and sacrifices. Their support has been a cornerstone of my journey.

To my friends and extended family, who have been my pillars of strength and sources of inspiration, particularly during the most challenging moments when completing this thesis seemed insurmountable.

This thesis would not have been possible without the contributions and support of all the respondents who generously shared their time and insights, contributing to the development of this work.

Finally, I acknowledge and thank myself for the resilience, determination, and self-belief that have propelled me forward, despite the difficulties and challenges faced.

ABSTRACT

The aim of the thesis is to gain insights that can help to develop a marketing strategy aimed at engaging Gen z in the VeniSia project creating a movement that can inspire young people and help them to think about their future. When talking about Gen Z can't help but think about social medias, technology… so it's fundamental to adopt and integrate a strategy that serves these tools to communicate and spread the aim of the creators of VeniSia. Taking into consideration the challenging world and the uncertain conditions in which this generation lives, we must consider and analyze the key societal concerns and adapt the marketing strategies to meet their evolving preferences and values. Building a genuine connection and fostering brand loyalty within this generation often requires ongoing effort and innovation. Through a social media marketing campaign, you can effectively connect with and build a loyal Gen Z audience since you understand their preferences, leverage the right platforms, and consistently deliver content that resonates with their values. Furthermore, addressing the main issues affecting Venice, such as overtourism and sustainability challenges, is vital. Understanding how the city is perceived by both its residents and those in the surrounding areas will help identify the critical factors to consider when promoting and expanding the Venice-based project. Although Venice attracts millions of visitors annually due to its rich history, residents are becoming even less and are facing lots of challenges due to overtourism, and sustainability issues related to the precarity of the territory. Actions must be implemented soon otherwise the city is going to lose its distinctive traits.

This thesis will explore these dynamics, aiming to gain useful hints in the future development of a marketing strategy for the VeniSia project, which resonates with Generation Z and addresses the pressing issues Venice is facing.

Keywords: generation Z, social media marketing, tourism, Venice, institutional project, VeniSia, overtourism

LIST OF FIGURES

FIGURE 2.1 – THE GENERATIONS DEFINED 10
FIGURE 3.1: ECONOMIC IMPACT TIMELINE, 2000 – 2021 51
FIGURE 3.2: NUMBER OF TOURIST ARRIVALS IN VENICE, ITALY FROM 2003 TO 2023 53
FIGURE 3.3: VENICE EXPERIENCES HIGHEST TIDE IN OVER 50 YEARS 55
FIGURE 3.4: DECADAL DISTRIBUTION OF HIGH TIDES - HIGH TIDES >= +110 CM RECORDED IN VENICE 57
FIGURE 3.5: TOTAL INHABITANTS IN VENICE BY AREA 1871-2023 58
FIGURE 3.6: BUTTERFLY EFFECT FRAMEWORK – THE QUADRILOBE 64
TABLE 4.1: DEMOGRAPHIC INFORMATION 69
FIGURE 4.1: RESPONDENTS' CONNECTIONS TO VENICE 71
FIGURE 4.2: EVALUATION OF VENICE 72
FIGURE 4.3: VENICE'S POINTS OF INTERESTS 72
FIGURE 4.4: WHAT ARE THE FIRST THREE WORDS THAT COME TO YOUR MIND WHEN YOU THINK ABOUT VENICE? 73
FIGURE 4.5: ANALYSIS OF QUALITY OF LIFE FACTORS 74
FIGURE 4.6: TOURISM IMPACT 76
TABLE 4.2: EVALUATION OF JOB OPPORTUNITIES AND FACTORS IMPACTING THE CHOICE OF THE CITY TO LIVE IN 77
FIGURE 4.7: CONSIDERATIONS ABOUT LIVING AND WORKING IN VENICE 79
FIGURE 4.8: EVALUATION OF EMPLOYMENT OPPORTUNITIES 80
FIGURE 4.9: CHANNEL OF INFORMATION 81
FIGURE 4.10: AWARENESS OF VENICE'S PROBLEMS OF DEPOPULATION 82

INTRODUCTION

Given the complex and uncertain environment in which Generation Z lives and has grown up, it is imperative to examine key societal concerns and adjust marketing strategies to align with their evolving preferences and values. Establishing a genuine connection and fostering brand loyalty among these individuals requires continuous effort and innovation. A social media marketing campaign can be an effective means of connecting with and building a loyal Gen Z audience by understanding their preferences, leveraging the appropriate platforms, and consistently delivering content that resonates with their values. Through a social media marketing campaign, you can effectively connect with and build a loyal Gen Z audience since you understand their preferences, leverage the right platforms, and consistently deliver content that resonates with their values.

In chapter 1 we will explore the involvement of Generation Z in institutional projects, emphasizing the significance of youth participation. It begins by discussing generational cohorts and delves into the specific characteristics of Generation Z. Effective strategies and approaches to engage Generation Z are examined, with insights into communication, marketing strategies, and workplace dynamics tailored to this demographic. Additionally, the chapter underscores the importance of future-oriented institutional projects in generating interest and participation from Generation Z.

Following, in chapter 2 we will focus the attention on communication and social media, particularly in the context of engaging Generation Z. Social media marketing and the key role it plays in interacting with Generation Z are taken into consideration. Strategies for building stronger connections with customers in the digital era are discussed, along with specific approaches for engaging Generation Z through social media marketing. The chapter emphasizes the importance of youth engagement and participation, and it delves into creating a consumer project through a social media presence strategy and implementing project vision via digital platforms.

In chapter 3 an overview of the contextual landscape surrounding Venice, focusing on its unique characteristics and the challenges it faces as a tourist city will be provided. It explores Venice's vulnerability as a city built on water and the impact of overtourism, which has led to changes in infrastructure and increased social tensions. While tourism brings economic benefits, it also poses significant negative impacts on residents and the environment. Additionally, Venice is threatened by climate change and rising sea levels, exacerbating its vulnerability to flooding. Depopulation, driven by socio-economic factors and the tourism boom, further compounds

these challenges. In this uncertain context, the chapter emphasizes the importance of organizations like VeniSIA (Venice Sustainability Innovation Accelerator) in addressing Venice's sustainability challenges and safeguarding its heritage for future generations. It also highlights initiatives like Venice Rebels, which leverage social media and digital technologies to engage Generation Z and raise awareness about sustainability, cultural conservation, and environmental issues in Venice.

The chapter 4 presents the empirical part of the thesis, comprising the research design, questionnaire structure, data collection, and synthesis of results. Building upon existing literature, the study aimed to explore factors influencing perceptions of Venice and decisions to reside there. Over a 30-day period, a diverse sample of respondents was surveyed, with participants categorized into generational cohorts to ensure representation across age groups. The questionnaire served to understand generational perspectives on Venice, discern key factors influencing residency choices, and compare perceptions across age groups.

1 THE INVOLVEMENT OF GENERATION Z IN AN INSTITUTIONAL PROJECT: THE SIGNIFICANCE OF YOUTH PARTICIPATION

Promoting generational diversity and leveraging Gen Z as change agents is a potential opportunity for organizations, but this comes with challenges. Gen Z seems prone towards individualism in terms of learning, communication, and interpersonal interaction. Reaching Generation Z is a challenge, since it appears that they behave differently to earlier generations and this behavior can lead to changes in consumer behavior (Schlossberg, 2016). Generation Z represents the first cohort to grow up in a digital-centric era. Often regarded as the most technologically adept generation, they are driving a shift towards digitalization and questioning traditional norms. The mindset of Generation Z holds significant relevance in today's business landscape, with authenticity, diversity, open-mindedness, social responsibility, and sustainability emerging as their core values (*Generation Z 2025: The Final Generation*, 2022). These significant factors have influenced the behaviors of Generation Z, shaping their perceptions of work, their future, and the organizations and industries they find appealing (Pichler et al., 2021). The rapid integration of Generation Z into the workforce triggered a radical change, requiring a more in-depth analysis of how they affect institutional projects. With this in mind, the following chapter will delve into the importance of youth participation, analysing the fresh perspectives, technological prowess, and social consciousness that Generation Z brings to the table. By identifying challenges, and proposing recommendations, this thesis aims to provide a comprehensive understanding of the pivotal role that Generation Z plays in shaping the trajectory of institutional projects in the 21st century.

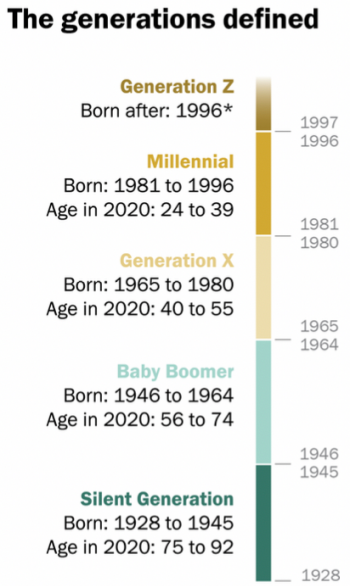
1.1 Generational cohorts

In the today world marked by extraordinary technological developments, dynamic social trends and a rapidly changing environment, the role of Generation Z has emerged as a crucial force in shaping the future. Scholarly research on Generation Z has especially gained importance since the turn of the century but the research is still in its early stages (Dwivedula et al., 2019).

Whether shaping societal values and norms, constructing laws and infrastructure, or introducing innovations that become the backbone of our world, each preceding generation plays a pivotal role in influencing those that follow. To comprehend the dynamics of the present and anticipate the trajectory of the future, it is imperative to unravel the intricate threads that connect the past to the present (Seemiller & Grace, 2017). So, before we embark on a detailed examination of Generation Z, it can be useful to look back at those generations that came before. It's crucial to

acknowledge that the start and the end dates of generational cohorts can vary depending on the sources. To maintain consistency in this thesis, we will adhere to the timeline provided by Pew Research (Figure 1.1) to delineate the boundaries for each cohort. This ensures a standardized and reliable framework for our examination of generational dynamics and characteristics throughout the research. In the following picture Paw Research Centre summarizes a general timeline of modern generations.

Figure 1.1 – The generations defined



Source: Parker & Igielnik (2020)

The first generation we want to consider is the Silent Generation, which is formed by individuals born between 1928 and 1945 and experienced the highs and lows of the first half of the twentieth century, growing up in the Depression era but entering adulthood after World War II (Seemiller & Grace, 2018). This likely led to the characterization of the Silent Generation as cautious and rule-abiding, with a tendency to operate within established systems rather than actively seeking to alter them (Carlson, 2008).

The term "baby boomers" originated from the substantial increase in births during World War II (Mahapatra et al., 2022), encompasses individuals born between 1946 and 1964. They are the children of the Greatest Generation, which shaped by the challenges of the Great Depression and wartime hardships, aspired to provide a better life for them aiming to spare their children from the struggles they faced (Sinek, 2014). They experienced an unprecedented level of economic growth and prosperity throughout their lifetime (Gaidhani et al., 2019). In addition,

Baby Boomers have difficulty learning new tricks, are resistant to change and have trouble multitasking (Kapoor & Solomon, 2011).

Generation X, born from 1965 to 1980, brought forth a wave of innovation and skepticism, paving the way for the technologically driven transformations embraced by the Millennials. Their financial stability over the course of their careers, however, has experienced multiple hits with the stock market crash of 1987, government spending on national security after 9/11, and the Great Recession in which they were beginning to reach their peak earning years (Seemiller & Grace, 2018). Gen Xers are characterized by their pragmatism, viewing life through a lens of survival. Having experienced numerous changes, they possess adaptability and flexibility, that allowed them to manage transitions confidently (McIntosh-Elkins et al., 2007).

Millennials, also known as Generation Y or the Net Generation, encompasses individuals born between 1981 and 1996 and came of age during the internet explosion (Dimock, 2019). They possess a high level of technological proficiency and hold the distinction of being the initial generation surpassing their parents in technology-related knowledge crucial for both work and daily life (Olson, 2009). They embrace technology because they grew up around it, and as a result, are very comfortable with change (Kapoor & Solomon, 2011). The hyper-connected world where traditional barriers of time and space have dissolved, influenced their problem-solving approach, making them more iterative and multitasking oriented (Worldwide, 2001). Digital engagement is ingrained in their daily lives, becoming more of a habit than a mere tool.

Coming to Generation Z, there is a considerable dispute and debate about the definition of this generation but in general, it includes individual born after 1995 (Priporas et al., 2017) (coincidentally, this date aligns with the approximate time when the World Wide Web became publicly available (Seemiller & Grace, 2017)) and is defined by distinctive qualities that set them apart from the previous generations. Although a universally adopted name for this group has yet to be agreed upon, Generation Z is also commonly known as iGeneration, Zoomers, Net Generation, and Post-Millennials (Turner, 2015). As the generation that has, from the on- set, been continuously exposed to the Internet, social networks, and mobile systems (Francis & Hoefel, 2018), many representatives of Generation Z have become accustomed to interacting in a world that is “connected at all times” (Turner, 2015). Consequently, Gen Z can function in both the real and virtual worlds as they are able to navigate between these dual worlds, seeing them complementary to one another (Żarczyńska-Dobiesz & Chomątowska, 2014). They were born in the 1990s and came of age in the 2000s, experiencing the most significant transformations of the century. They inhabit a world saturated with the web, internet,

smartphones, laptops, freely accessible networks, and digital media (Singh & Dangmei, 2016, page 2).

Each generation experiences its share of disasters and events, and Generation Z is no different. While they might have been too young to fully comprehend the impact of September 11, 2001, they grew up having experienced the financial crisis of 2008, a crumbling economy, widespread public shootings, and ongoing violence and terrorism. The Internet and social media offer precise details of these types of events, disseminating fear and worry in many students (Seemiller & Grace, 2017). Social justice issues prominent in their lifetime, such as the legalization of same–sex marriage and the Black Lives Matter movement, as well as policy debates on immigration, religious freedom, transgender rights, and women's rights, have fueled the fire for many Generation Z students to strive for equal human rights (Seemiller & Grace, 2016, 2018). In addition to that, Generation Z has been significantly impacted by the COVID-19 pandemic which profoundly changed various aspects of their lives and experiences. Many in Generation Z were forced to attend remote schooling or participate in Zoom lectures. Travel plans, social engagements, and opportunities to visit family members not residing with them had been canceled or reconsidered because of the pandemic (Fell, 2020). Generation Z is characterized by a heightened fear of climate change and a strong motivation to address and reverse its impacts. This concern is notably demonstrated through their active engagement, such as participating in school strikes dedicated to raising awareness and advocating for action on climate change. Despite this uncertainty and fear, Generation Z believe that they have the power to change the world (Seemiller & Grace, 2017). These events have resulted in a generation that potentially values fiscal responsibility, tolerance of others, education, employment flexibility, and networking abilities (Turner, 2015; Magano et al., 2020).

1.2 Characteristics of generation Z

Understanding the traits of Generation Z is not only relevant for sociocultural analysis but is also imperative for organizations striving to harness the full potential of this cohort in various professional domains. By examining the literature, some multifaceted characteristics of Generation Z emerged:

- technologically-savvy;
- diversity is an expectation;
- eco-conscious generation;
- the Most Success-Oriented Generation;
- anxiety and stress.

In the following section an examination of the main traits will be developed to uncover insights that are essential for effective engagement, management, and collaboration with this generation in the contemporary scenario.

Technologically-savvy

Technology is for sure the most distinctive characteristic of this generation. Gen Z is the first to have Internet technology so readily available since they have been exposed to an unprecedented amount of technology in their upbringing, thanks to the web revolution that occurred throughout the 1990s. While individuals who came of age in the twentieth century can vividly recall a time before smartphones and the internet, Gen Z has no memory of life before these influential, rapid, and connecting technologies. They don't know a world without PCs, mobile phones, gaming devices and MP3 players. They live online, sharing details of their lives across dozens of platforms and dictating what they like and dislike with a tweet, post, or status (Bernstein, 2015). They cannot imagine a life before computers and basically live online (Bergh & Behrer, 2016). To Generation Z, technology seamlessly integrates into their world, behaving naturally and interacting with them as an imperceptible element, blurring the lines between technological and natural behaviors (Koulopoulos & Keldsen, 2016).

In fact, Gen Z is a generation of highly educated, technologically-savvy, innovative thinkers. They look for solutions on their own. They set out to make things on their own (Bernstein, 2015). To Gen Z, technology is more than just a tool—it is a part of who they are. Their ability to use technology to expand their minds and fuel societal change is empowering to them. It defines who they are and why society needs them (Sladek & Grabinger, 2014). People of Gen Z are naturally thought of as being so comfortable with technology, that interacting on social media websites is a significant portion of their socializing behaviors. Gen Z are having a strong 'virtual bonding', and it helps youngsters to break out from emotional and psychological struggles they face offline. The early, regular, and influential exposure to technology by Gen Z have their plus and minuses in terms of rational, sentimental, and social consequences (Prakash Yadav & Rai, 2017). This sense of online connectivity was accelerated by COVID-19 pandemic which led a significant number of individuals to seek community and connection online while confined to their homes (Lierop & Petrus, 2023). From this perspective, the pandemic has significantly hastened existing trends that were already part of the everyday experience for Gen Z individuals. The concept of life without digital technology is inconceivable to them because they have never experienced it differently. The available communication tools have fundamentally altered human interaction. Technology shapes its users, who reflect its structures

in their practices, language, and thoughts. Culture is undergoing simultaneous changes influenced by technology, and it is the post-millennials whose daily habits illustrate the unprecedented speed, scale, and scope of this transformation.

Thanks to the instinctive aptitude in digital technology, a dedication to social and environmental issues, and a mindset influenced by the digital era in which that live, Generation Z is on the cutting edge of changes and transformations, ready to reshape the way organizations and institution tackle projects and foster innovative endeavours.

Diversity is an expectation

"As the most diverse generation in American history, it is not surprising that Gen Z is already showing awareness and concern about inequality"

(The Gen Z Activism Survey, 2024)

As stated by the Institute for Emerging Issues (2012), Generation Z is considered as the most ethnically diverse generation (Singh & Dangmei, 2016). Generation Z's beliefs about diversity and social justice are almost certainly influenced by their exposure to a wide range of people different from them (Seemiller & Grace, 2016). Members of Generation Z have grown up in a world in which they see more diversity in leaders and high-profile individuals than perhaps even young people did a generation ago (Seemiller & Grace, 2018). Their upbringing in a globally connected digital age has exposed them to a wide array of cultures, perspectives, and experiences, where social movements advocating for equality, representation, and inclusion have gained significant momentum contributing to their inclination toward embracing diversity. Growing up in a heterogeneous environment with almost unrestricted access to information, the Gen-Z is more open to different worldviews and therefore has a generally more positive and unbiased attitude towards diversity (Seemiller & Grace, 2016). Generation Z exhibits a distinctive perspective, marked by a profound personal commitment to addressing current and future challenges. They tend to be more accepting and appreciative of diversity in terms of race, ethnicity, gender, sexual orientation, religion, and other social identities. Generally, literature describes the Gen-Z as "the most diverse and purpose-driven generation" (Formanek, 2021). Older generations often learned to interact with those who were different by tolerating or enduring differences. However, Generation Z's inclusive mindset reflects the conviction that diversity should be embraced, not merely tolerated (Seemiller & Grace, 2018).

Gen Z individuals highly value employers that offer equal opportunities for pay, promotion, and professional development (Schwieger & Ladwig, 2018). Their expectations from future

employers include respectful treatment, ethical conduct, fair compensation, transparent communication, and judicious business decision-making, with the company's reputation holding significant importance (Magano et al., 2020). According to the survey conducted by Handhake (*Gender, Equity, and Gen Z | Handshake Network Trends*, n.d.) more than half of the respondents said they wouldn't apply to a job at a company that lacked diversity and about half of them said they would leave a job if it did not meet their expectations for social justice or equity. Gen Zers exhibit pragmatism and tenacity, acknowledging the possibility of failure as a steppingstone to future success. Independent and resilient, they recognize the importance of hard work in attaining success and aspire to strike a balance between work and family, aiming for an improved quality of life compared to previous generations (Arar & Öneren, 2018). Generation Z distinguishes itself through heightened awareness and active engagement in human rights issues, a characteristic molded by their unique upbringing in a constantly evolving digital landscape marked by increasing diversity, inclusivity, and social consciousness. They firmly believe that the responsibility for addressing problems lies not solely with institutions but with everyone. This generation stresses the urgency of addressing pressing issues and advocates for collective action. Their mindset reflects the conviction that societal problems require immediate attention, and it is the duty of all, including themselves, to contribute to their resolution. Consequently, Generation Z actively engages in human rights conversations, leveraging their influence to instigate change (Vo, 2019).

The eco-conscious generation

"Nine in ten Generation Z consumers believe companies have a responsibility to address environmental and social issues"

(What Is Gen Z? 2023)

The concept of sustainability has become prominent in business settings, and efforts are being made to promote sustainability practices not only in profit-seeking corporations but also in non-profit organizations, such as higher educational institutions (Kara & Min, 2023). According to Steg & Vlek, (2009) pro environmental behaviours are influenced by rational choices based on economic cost–benefit analysis, moral obligations (psychological), symbolism (social status), various environmental factors and routinized response behaviour. Thanks to their early introduction to healthy lifestyle habits, research shows that Gen Zs are much more knowledgeable on sustainable living than previous generations (Su et al., 2019). Representatives of Generation Z prioritize climate change, pollution, and the depletion of

natural resources as crucial challenges of the era in which they live (Barbiroglio, 2019). Research by Kamenidou et al. (2019) highlights global warming and air pollution as particularly urgent concerns due to their potential to cause species extinction and serious health issues.

Environmental consciousness relate to individual and social group awareness and sensitivity toward the environment and related issues (Su et al., 2019), including (a) the degree of concern for the environment, (b) sensitivity toward current or potential environmental problems, and (c) awareness of and responsible attitude toward ecological protection (Ottman, 2017). Environmental concerns have become imperative for most organisations, who are increasingly expected to act with environmental consciousness and encourage consumers to embrace a more sustainable lifestyle that largely includes sustainable consumption (Su et al., 2019). Therefore, as they are the generational cohort more inclined towards sustainability concerns and agendas, there are opportunities for organisations to better connect with this generational cohort of consumers through their sustainability practices and value perceptions (Dabija et al., 2019). Research has shown that Gen Z-ers are more environmentally conscious, more aware of sustainability issues, and are more globally focused and open-minded than their senior counterparts (Casalegno et al., 2022). Generation Z members are more interested in the principles of sustainability and responsibility, and the concepts of interaction and transparency as key elements of communication to a greater extent than previous generations (Krahn & Galambos, 2014). The interest and commitment to the cause of society and the world, of which the climate protest is an example, contributes to demonstrating the youth's involvement in social and political debate, and their increasing politicization, and this group also includes students. Furthermore, this demonstrates the sensitivity of youth towards green products, and to not damaging the environment (Gencoglu & Yarkin, 2018). This is the first generation to present both a high level of environmental concern and citizenship (Casalegno et al., 2022). Additionally, Twenge showed that Generation Z is more inclined towards addressing key societal challenges, displaying stronger support for environmental causes and greater political engagement compared to previous generations (Twenge, 2017).

The Most Success-Oriented Generation

"These young adults, many of whom are just dipping their toes in the professional world, are showing some promising instincts. The impulse to plan and the drive to achieve goals form a solid foundation for long-term success."

(Generation Z is goal-oriented and motivated to pursue enjoyable careers but uncertain about how to manage finances, 2019)

The study conducted by Schwieger and Ladwig (2018) revealed that individuals belonging to Generation Z exhibit strong entrepreneurial tendencies, are adept at self-education, and demonstrate a high level of self-sufficiency. They tend to rely heavily on self-service tools for researching products, preferring this approach over seeking expert interactions. Growing up with access to search engines has ingrained in them a habit of independently seeking information. They embody independence, resilience, and acknowledge the necessity of exerting considerable effort to attain their goals (Schwieger & Ladwig, 2018). Young people have emerged as a powerful force for change, both online and offline (Reinikainen et al., 2020). A significant shift in the evolving workplace landscape is the emergence of Generation Z as a "do-it-yourself" (DIY) generation. While Millennials sought ongoing training, education, feedback, and personal growth, Gen Z leverages platforms like YouTube and podcasts to acquire the knowledge necessary to excel professionally. Gen Z adopts a pragmatic and straightforward approach to work, harnessing technology in innovative and dynamic ways, marking a notable departure from previous generations' expectations and practices (Wooten, 2018).

Upon entering the workforce, Generation Z anticipates flexible career trajectories, seeking opportunities to explore various roles while expecting competitive compensation. They highly value hard work, aspiring to be duly rewarded, showcasing ambition, self-initiative, and a motivation to strategically plan for their future (Schwieger & Ladwig, 2018). In the context of a technologically interconnected global landscape, they approach their careers with a distinct attitude, characterized by realism, optimism, and a heightened awareness of opportunities. This generation seamlessly transitions between companies, driven by a desire for new experiences and opportunities (Arar & Öneren, 2018). They are pragmatic and value direct communication, authenticity, and relevance; they also value self-care (Katz et al., 2022). According to Pataki-Bittó & Kapusy (2021), Gen Z individuals are characterized as possessing high ambition and self-confidence. In addition, they seek job offers that align with their desired healthy and balanced lifestyle, placing particular importance on flexible work conditions (Harari et al., 2023). They aspire to personalize their work environment and conditions, valuing freedom, and trust. Consequently, flexible and hybrid work schedules, allowing employees to blend remote and on-site work during the week, are favored by Generation Z.

Their entrepreneurial spirit surpasses that of Generation Y (Lanier, 2017). This generation appears driven by the pursuit of their dream job and opportunities to enhance their skills (Magano et al., 2020), suggesting a propensity for more frequent job changes compared to previous generations. Motivation factors for Gen Z include a focus on advancement

opportunities, increased salary, meaningful work, and a positive team environment (Csiszárik-Kocsír & Garia-Fodor, 2018).
Generation Z is the sober generation: optimistic and driven about their personal ambitions, but pragmatic and aware of forces beyond their control (The Everything Guide to Gen Z, 2016).

Anxiety and stress

91 percent of Gen Zs between ages 18 and 21 say they have experienced at least one physical or emotional symptom due to stress in the past month compared to 74 percent of adults overall.

(Stress in America - Survey, 2018; Hathaway & O'Shields, 2022)

Growing up and maturing during a period marked by elevated stress and anxiety, Generation Z faces a range of challenges, from violence and terrorism to the impact of a global pandemic. In comparison to preceding generations, members of Generation Z disclose higher rates of depression and various other mental health conditions. Generation Z individuals appear joyful in their online presence, showcasing playful expressions on Snapchat and smiling in their Instagram pictures. However, upon closer examination, the reality is far from reassuring. Despite outward appearances, iGen stands at the brink of one of the most significant mental health crises for young people in decades. While the surface may suggest otherwise, underlying challenges are prevalent (Twenge, 2017). Feelings of inadequacy may be influenced by social media, where individuals often share only their successes online, creating an illusion that their friends never experience failure. Viewing these curated social media profiles can make teens feel like failures themselves. According to the survey conducted by the American Psychological Association, more than one-third of both Gen Z (37 percent) and Millennials (35 percent) report having received such assistance. In contrast, approximately one-quarter of Gen Xers (26 percent) acknowledge receiving or having received treatment, while smaller percentages of Boomers (22 percent) and older adults (15 percent) have sought help from psychologists or mental health professionals. In general, younger generations are notably more inclined to seek or have sought treatment or therapy from psychologists or other mental health professionals (Stress in America - Survey, 2018).
According to Parker & Igielnik (2020), Gen Zs spend less time in direct face-to-face contact with other people, and this is one reason why they have the highest ever generational reports of depression. Spending more time with friends in person could help them recognize that making mistakes is a shared experience among peers. An hour less spent with friends daily equates to a

reduction in the time dedicated to developing social skills, managing relationships, and understanding emotions. While some parents may view this as an extra hour for more productive pursuits, as discussed in the preceding chapters, the time has not been redirected towards homework but has instead been substituted with increased screen time (Twenge, 2017). Rather than engaging in face-to-face interactions, they are opting for electronic communication. Gen Z individuals are spending more time Instagramming, Snapchatting, and texting with their friends, resulting in reduced in-person interactions (Lierop & Petrus, 2023). The MtF surveys inquire about teens' general happiness levels ("very happy," "pretty happy," or "not very happy") and the amount of time they allocate to various leisure activities. These activities encompass both screen-related engagements like social networking sites, texting, and Internet use, as well as non-screen activities such as in-person social interaction, exercise, and print media consumption. This enables us to discern which activities contribute to joy and which are more likely to result in unhappiness. The findings are unequivocal: teenagers who devote more time to screen activities are more prone to unhappiness, while those who allocate more time to non-screen activities are more likely to experience happiness. There is no exception to this pattern: all screen activities are associated with reduced happiness, and all non-screen activities are associated with increased happiness.

Recent studies indicate that the mental health of Gen Zs has been greatly affected by the COVID-19 pandemic (Harari et al., 2023). Indications suggest that the crisis has had a more pronounced impact on the older segment of Generation Z (18–23-year-olds) compared to older generations, especially in terms of employment (Parker & Igielnik, 2020). According to the study conducted by H. Liu et al. (2021) the perceived overload of COVID-19 information on social media heightened social media fatigue and fear of COVID-19 among Generation Z users. The extensive exposure to pandemic-related content on social media during the lockdown, driven by the urgency of the situation and the pivotal role of social media in information dissemination, contributed to information overload for Gen Z exacerbating concerns about the uncertainty and persistence of COVID-19. Another study, conducted by Azimi et al. (2022) found out that during the COVID-19 pandemic Generation Z's core concerns were financial stability, maintaining relationships, and uncertainty about the future.

1.3 Effective Strategies and Approaches to Engage Generation Z

"From the economic recession a decade ago to the Fourth Industrial Revolution, millennials and Gen Zs have grown up in a unique moment in time impacting connectivity, trust, privacy, social mobility and work. This uncertainty is reflected in

their personal views on business, government, leadership and the need for positive societal change agents. As business leaders, we must continue to embrace the issues resonating most with these two generations, or risk losing out on talent in an increasingly competitive market."

(Deloitte Research Reveals a "Generation Disrupted", 2019)

As we navigate a world marked by complex challenges and unprecedented opportunities, understanding the role of Generation Z in driving progress becomes imperative. In the contemporary workplace, managers are tasked not only with effectively overseeing young and inexperienced employees but also with comprehending the distinct characteristics related to the different experiences of each generation. Every generation tends to harbour reservations about the cultural shifts and technologies embraced by the younger generation. Approaching generational disparities with a blame-oriented mindset, as observed during the Millennial Generation, only fuels criticism and disparagement toward the group, detracting from a focus on growth-oriented solutions. Moreover, while every generation displays elements of narcissism, this trait is more commonly associated with youth than with cultural value differences and tends to diminish over time with exposure to a broader range of life experiences (Schroth, 2019). Connecting with Generation Z is one of the most important priorities for many companies today because this generation is growing rapidly and is the newest group of consumers so there is not much research about their purchase behaviour yet. Effectively managing expectations is essential because Gen Z employees often hold an optimistic view, anticipating that their work will be both interesting and meaningful. They expect their managers to be receptive to and implement their ideas, and they value flexibility in their schedules and positive working relationships.

To appreciate Gen Z, it is important to understand the formative events that are unique to this generation and how they have shaped them as learners and future employees (Schroth, 2019). Prominent factors influencing this include limited work experience (Fry & Parker, 2018), exponential advances in technology (Schroth, 2019), participation in social justice movements, and being raised in a safety-focused culture. A better comprehension of their behaviour and specific workplace needs, whether attributed to youth or generational disparities, can enhance the integration of new employees, fostering mutual success (Schroth, 2019).

Gen Z is unique in growing up with a culture of safety where overprotective parenting inadvertently took away their opportunity to learn life skills (Schroth, 2019). This interfered with their social, emotional, and intellectual development, making it difficult for them to

become autonomous adults, able to navigate the challenges of life, let alone the workplace (Schroth, 2019). Becoming autonomous involves learning how to make responsible decisions and take actions in ambiguous and uncertain situations. Parents can foster autonomy in their children by loosening control, having them make choices, and allowing them to take on more responsibility while not shielding them from unpleasant facts or outcomes. Autonomy is also facilitated by role modelling of parents who convey stable and consistent values demonstrating a congruence between beliefs and actions. Similarly, in the workplace, autonomy can be fostered by managers showing trust and support for new employees to make decisions, allowing them to take eventual ownership over projects and have greater control over their time management and how they complete tasks. There should be a shifting ownership in the process and accountability for the outcome from the manager to the employee, where the manager models what good processes look like and gives the tools and resources as needed to the employee to succeed.

GMAC Corporate Recruiters Survey (Gaidhani et al., 2019) states that effective communication skills emerged as the highest priority showcasing their significance in the eyes of employers. Following closely were teamwork skills, technical skills, leadership skills, and managerial skills, reinforcing the pivotal role communication plays in the professional landscape. This enduring emphasis on effective communication underscores its enduring importance for individuals entering the workforce, including those from Generation Z.

The growth in technology is a fundamental incentive for the change in values and behaviour among Gen Z, compared to those of the previous generations. Therefore, it plays a central role in Gen Zers' lives, from socializing to schoolwork, entertainment to exercise, relaxation to reference (Pichler et al., 2021). This can alter their ability to effectively communicate and interact with others, including the older generation, in the workplace. The self-reliant nature of technology has made learning through video, social media, and search an independent endeavour. Between 2000 and 2015, the number of teens who got together with friends was almost cut in half (Twenge, 2017), with an increase in reliance on electronic communication (Dombrosky et al., 2018) and a reduced opportunity to develop the much-needed social skills. Learning how to deal with people and working in groups is a key challenge they face (Grow & Yang, 2018). In fact, 74% of Gen Zers say they struggle with in-person communication compared to 50% of early millennials and 65% of late millennials (The 3G Report Top Takeaways, 2017). The introduction of smart phones has been shown to reduce the number of face-to-face interactions that teens have with each other. When asked on a typical day whether they communicate more in person or digitally, Gen Z and Millennials reported they

communicate 74% digitally and 26% in person. Face-to-face communication fosters the development of interpersonal synchrony and relationship, leading to more trusting, cooperative behaviour. By relying on text messaging primarily for their interaction, Gen Zers have missed out on learning some vital rules of conversation. This includes how to listen, ask questions, interject in a way that is seen as respectful to others, build relationships, problem solve in real time, and resolve conflicts (Schroth, 2019). However, Generation Z individuals tend to be more at ease using technology for communication, even in circumstances where its use may not be entirely suitable. Their reliance on technology contributes to a limited attention span, and they easily become disinterested in situations perceived as monotonous or repetitive.

Notably, the development of social skills is shown to enhance an employee's self-esteem, autonomy, and, significantly for Generation Z, their ability to manage stress while reducing anxiety, depression, and frustration. In fact, their underdeveloped social and interpersonal skills, place them at a heightened risk of isolation, insecurity, and mental health challenges such as anxiety and depression. In their relatively young existence, Gen Z has been shaped through a shared experience of economic volatility and growth, ever-present public violence, and social justice movements (Seemiller & Grace, 2017). The political turbulence of the past two decades has had an immense influence on this generation. They have only known the nation with war and terrorism (Moore, 2019). Additionally, they demonstrate a pragmatic approach, shaped by growing up during times of social, political, and economic uncertainty, making them cautious and prioritizing emotional, physical, and financial safety. Despite being racially and ethnically diverse with open-minded views, members of Generation Z typically refrain from actively participating in social issues, showing a preference for more passive forms of activism (Chicca & Shellenbarger, 2018).

They've inherited the scepticism, but not the pessimism, of their Gen-X parents (The Everything Guide to Gen z, 2016). This generation does not trust advertising; the brand must be trustworthy and the communications authentic. In fact, this generation is very sceptical of companies, and advertising must be authentic and clear to convince this demographic to use a company's products (Consumer Shopping Trends and Statistics by the Generation, 2023). They value testimonials and reviews from their peers and often go online to hear what others have to say about a product. Even though most Gen Zers are still kids and teens—at a time in their lives made for play, imagination, dreaming and planning—they're clearly made up of hyperconnected, pragmatic realists.

Beyond technology, Generation Z exhibits notably distinct attitudes. They are characterized by a heightened entrepreneurial spirit, having grown up with search engines, which fosters a desire

to independently discover content. Additionally, they actively seek involvement in processes, contribute to solutions, and prefer immersive experiences (From Innovation to Expectation – How M & E Leaders Are Responding to Gen Z, 2017). If they feel that they are not making a difference in an organization, or if their leadership does not appreciate their efforts, they are quick to find somewhere else to make a difference (Rampton, 2017). Nothing drives Gen Z crazier than inauthenticity, well maybe slow technology but that's not the point right here; with their highly evolved filters, they are highly trained to differentiate real, authentic personalities from fake, scripted ones (Hathaway & O'Shields, 2022). They especially like uniqueness as they value individuality. Considered the most diverse and openminded generation, they want to know more than the basics about an individual, business, or organization; they also want to know values, purpose, and mission. Versus earlier generations who might look at a gym's facilities (equipment, certifications of trainers, and cost), Gen Z is more likely to care about the story behind the gym, the uniqueness of the gym, the personalities of trainers, and the social responsibility of the gym. Knowing these things, aim to create opportunities for Gen Zers to connect with you and your brand.

The influence of Gen Z—the first generation of true digital natives—is now radiating outward, with the search for truth at the center of its characteristic behaviour and consumption patterns (Francis & Hoefel, 2018). Technology has given young people an unprecedented degree of connectivity among themselves and with the rest of the population. That makes generational shifts more important and speeds up technological trends as well. For companies, this shift will bring both challenges and equally attractive opportunities (Francis & Hoefel, 2018).

To reach Gen Zers, it is paramount to reach them through two-way conversations, which are initiated online. An authentic digital and social presence as well as a slew of complimentary digital experiences in which Gen Z fans can engage with and share their brand allegiance is perhaps the best currency a retailer could generate (Bernstein, 2015).

1.3.1 Insights into Generation Z Communication, Marketing Strategies, and Workplace Dynamics

In modern times the ways in which we communicate have changed dramatically, and this is because the invention of cellular technology gave us the ability to call people instead of places, generating a huge paradigm shift in society. On the other hand, the increasingly faster technological progress has meant that the change of a technological generation to another is approximately every 10 years, in which the way of sharing data changes abruptly between each technological shift, and transmission rates continue to rise seemingly without limit (Arrano &

Azurdia-Meza, 2016). The swiftly evolving communication landscape, largely propelled by the expansion of the Internet and World Wide Web, is bringing about rapid transformations in the economic, social, and political realms. While it might be convenient or even beneficial to distribute conversations across multiple platforms, the management of these conversations presents challenges. Gone are the days of solely checking email; now, one must monitor various social media accounts, texts, and messaging platforms. The frequent handling of multiple accounts increases the risk of missing or receiving messages belatedly. Furthermore, attempting to respond to diverse conversations on a single platform could lead to miscommunication, as it becomes easy to unintentionally send a response to the wrong conversation feed. Although this may seem innocuous, depending on the content, it could inadvertently disclose private information or cause hurt feelings (Seemiller & Grace, 2018). While social media has provided endless opportunities to grow, learn, connect, and build, it has also caused some level of damage. An important key to understanding how and why so many Gen Zers do what they do and think what they think lies in appreciating how profoundly the new digital technologies have broadened the ways in which humans are able to interact and, especially, communicate with one another (Katz et al., 2022).

Marketing specialists are adapting strategies to maintain a constant relationship between brand, product, and consumer, emphasizing online platforms, particularly social media games and video content. Traditional TV campaigns are becoming less effective, and companies should create ads tailored to interact with Generation Z's preferences, focusing on humour, interesting design, and music. It is crucial to avoid invasive formats, as Generation Z is more attracted to innovative and mobile-friendly online formats. The recommendation is to create engaging, humorous ads with quality music and appealing designs, incorporating storytelling and action, especially in video content (Bucovețchi et al., 2019).

According to Bascha (2011) Generation Z's work ethic prioritizes transparency, self-reliance, flexibility, and personal freedom, and effectively utilizing these qualities enhances the overall working environment. Disregarding or attempting to rigidly fit them into traditional job structures may lead to frustration among peers, decreased productivity, low morale, and a lack of employee engagement. Recognizing and embracing these fundamental aspects of Generation Z's approach to work is essential for fostering a positive and productive workplace for everyone.

The surge in screen time usage potentially results in a decline in face-to-face interactions, as texting supplants phone calls, risking the erosion of the capacity for profound and meaningful conversations. Given that communication plays a pivotal role in relationship development, there is concern that establishing and nurturing human connections may become more challenging

for this generation, potentially leading to heightened loneliness and diminished mental well-being. At my own campus, we highly value face-to-face communication and actively seek ways to promote it, aiming to preserve this vital aspect of campus community amidst the increasing dominance of digital communication (Sharma & Sharma, n.d.).

The language used by Gen Z is influenced by various factors such as technological advancements, social media, globalization, and cultural diversity (Sharma & Sharma, n.d.). Though Gen Z shares several characteristics with the Millennial Generation, they introduce fresh behaviour patterns.

The study conducted by Racolța-Paina & Irini (2021) highlights key managerial activities for attracting, motivating, and retaining Generation Z employees, emphasizing transparency, leadership by example, personalized career plans, and recurring feedback. Procedures for managing intergenerational conflicts include manager intervention, HR department involvement, and diversity training. Recurring feedback is deemed crucial for keeping Generation Z focused and motivated, with personalized and informal delivery preferred by respondents.

According to Delli Carpin (2000) there are several now familiar characteristics of the Internet (and related new communications technology) that distinguish it from earlier media. In particular, the new media environment (a) increases the speed with which information can be gathered and transmitted, (b) increases the volume of information that is easily accessible, (c) creates greater flexibility in terms of when in- formation is accessed, (d) provides greater opportunity and mixes of interactivity (one to one, one to many, many to one, and many to many), (e) blurs distinctions between types of media (print, visual, and audio), (g) challenges traditional definitions of information gatekeepers and authoritative voices, and (h) challenges traditional definitions of producers and consumers of information (Jansen, 2011). All these characteristics have potential implications for the motivation, ability, and opportunity to become engaged in public life, though the nature of this impact is hotly contested.

In addition to the impact of the Internet on organized elites and engaged citizens, there is also reason to believe it could be effective at reaching interested but inactive citizens. Most surveys suggest that more citizens express concern or interest in public issues than act on these issues. To the extent that the Internet can reach this segment of the youth population, provide information on how to translate this interest into action, and provide relatively easy, attractive ways to do so, it is possible that some percentage of this group could become more engaged (Delli Carpini, 2000).

Personal motivation is typically categorised into intrinsic and extrinsic motivations (Ryan & Deci, 2020). As social media usage behaviours are generally voluntary, they are fundamentally rooted in personal intentions and attitudes (Rauniar et al., 2014; Kusuma et al., 2024). Thus, when defining usage activities based on inherent interest, personal inquiries, enjoyment, and social relatedness, intrinsic motivations emerge as the more dominant factor in determining content generation and consumption (Zhang et al., 2017)

It's worth noting that the lifestyle preferences of Generation Z significantly diverge from those of previous generations. Companies must align with the values of different generations, maintain consistency in their attitudes, and remain committed to connecting with diverse global audiences. As stated by Thomas J. Barratt in 1907, "tastes change, fashions change, and the advertiser has to change with them." This sentiment holds true today, especially with the emergence of Generation Z as a force in both the workforce and consumer landscape.

1.4 Importance of an institutional future-oriented project to generate interest

The importance of visionary leadership lies not only in the visionary behaviour of leaders but also in the individual attributes they demonstrate, which have a constructive impact on an institution (Sashkin & Walberg, 1993). In the realm of business, having foresight involves articulating a long-term vision for an organization's future. This vision encapsulates the desired future state that a leader aims to create, often articulated in a vision statement. These statements are not merely about achieving short-term goals; rather, they aspire to realize a broader, long-term vision (Perdana et al., 2021). In the public sector, rapid change, growth, and organizational success hinge significantly on leadership. The leader's ability to envision the future plays a pivotal role in shaping the organization's trajectory. Organizational success is not solely determined by processes, methods, or management techniques but rather by the leader's foresight and capacity to envision the future (Waters et al., 2004). According to Bennis (1999), organizations require four competencies in leadership, including understanding the environmental context and motivating people, establishing and nurturing relationships within and between organizations, envisioning a compelling future, and developing innovative strategies to realize that vision. Visioning is the act of crafting vivid and inspiring depictions of the future. Visioning creates a roadmap of potential outcomes and, crucially, outlines the desired future state envisioned by a leader. It goes beyond simply drafting a vision statement; instead, it involves an ongoing, dynamic process (Ancona et al., 2007). Organizational future orientation (OFO) is the ability to identify and interpret changes in the environment and trigger adequate responses to ensure long-term survival and success (Rohrbeck & Bade, 2012). The

capacity to envision future events and tailor behaviour accordingly is considered one of the most adaptive aspects of the human mind (Szpunar, 2010). Future-oriented cognition is acknowledged as a crucial driver of motivation and achievement, related to functional behaviours such as industriousness, conscientiousness, planning, and efficiency (Keough et al., 1999).

According to Pentti & Holstius (1999) vision arises from the collective utilization of individuals' thoughts, emotions, and willpower within the envisioning team. Visionary teamwork and communication not only enhance individual performance but also generate a synergistic field effect, where team members collectively strive towards a shared orientation and vision. Visionary management aims to inspire open communication and self-discovery among team members, aligning their efforts towards a common goal defined by the vision.

The significance of strategic vision lies In Its capacity to enhance strategic management by comprehensively guiding necessary corporate restructuring, transforming the company's mindset and operations, igniting action across all levels, reinstating equilibrium between management and leadership, and ultimately boosting performance, profitability, and both internal and external trust. Visionary management stands as an indispensable tool for any forward-thinking company, offering invaluable guidance for navigating the future landscape (Pentti & Holstius, 1999). These exceptional leaders are typically expected to articulate a clear vision of the future, as their influence hinges on the acceptance, sharing, and commitment of followers to this vision. Visionary leadership incorporates strong emotional elements and a vision of an ideal future to inspire and motivate followers, often elevating the leader to heroic status (Maccoby, 2003). While fewer authors discuss the roles of followers in the visionary leadership process, certain variables have emerged. Firstly, the vision serves as a guide for followers' actions (Lipton, 1996). In fact, visionary leaders rely on followers to accept and implement the vision, as followers are not expected to be passive but rather participate actively in working towards the vision and influencing outcomes. When every follower understands and embraces the vision, the organization becomes self-adapting, with everyone working in the same direction (Kantabutra & Avery, 2011). Secondly, followers demonstrate emotional commitment to the vision (Lipton, 1996). Visionary leadership's effectiveness hinges on followers' commitment to the leader's vision. Therefore, the vision must align with followers' desires, and effective visionary leaders understand and cater to their followers' needs. They motivate followers by fostering self-motivation through the allure of the vision and alignment with group values, making work meaningful and important. Emotional commitment from

followers to the leader's vision is crucial for its success, as committed followers are more willing to work towards achieving the vision (Kantabutra & Avery, 2011).

Generation Z spends time with older mothers, were born into smaller families, started school earlier and spent longer in education. Generation Z has grown up in times of digital and technological opportunities, economic instability, COVID-19, uncertainty, and change. Declining birth and reproductive rates, physical inactivity and time spent online are essential factors in this community. Due to their preferences, ideas, behaviors and differences in social issues compared to previous generations, it is crucial to understand the characteristic ideas of Generation Z and to determine their future-oriented thoughts (Dikeç et al., 2023). Even more companies adopted new performance management systems that look to the future rather than just assessing the past. These new methods prioritize the positive development of individuals, with frequent and immediate conversations centered around what individuals will do rather than what they have done. The focus is on career-oriented performance, aiming to fuel the future success of individuals (Chillakuri, 2020). Given that Generation Z and other young cohorts are relatively new to the workforce, the responsibility for managing their performance, coaching, and support falls primarily on their immediate supervisors. It's crucial for managers to identify the strengths of each individual and provide opportunities for them to leverage those strengths. Regular coaching and development conversations are vital aspects of this approach, as they contribute to fueling the future performance of individuals. Leaders must invest in their team members' careers, with a focus on nurturing future performance rather than solely evaluating past performance. In the face of global market dynamics and rapid technological advancements, companies must frequently undertake projects amidst increasing complexity, risk, and uncertainty (Magano et al., 2020). Essential assets for effective project management include agility, flexibility, change management, and strong decision-making skills. Given the demand for project teams to swiftly solve problems, overcome obstacles, and make decisions throughout project life cycles, the conscientiousness and resilience traits of Generation Z are anticipated to significantly contribute to project success. The study suggests that Generation Z exhibits positive traits related to agreeableness and orientation to others, despite some literature portraying them as individualistic. Consequently, educational programs should focus on fostering discussion, engagement, and collaborative relationships to prepare Generation Z for the competitive market environment (Magano et al., 2020).

2 COMMUNICATION AND SOCIAL MEDIA

Social media is an ever-evolving phenomenon and serves as an online communication tool that businesses utilize for interaction, feedback collection, and the dissemination of culturally relevant information. The rapid evolution of technology has led to a significant increase in the use of online platforms such as Facebook, YouTube, and Instagram shaping the way individuals and businesses interact online. These platforms offer firms the opportunity to engage directly with consumers at a low cost and with greater efficiency compared to traditional communication tools. This accessibility has made social media relevant not only for large corporations but also for small and medium-sized businesses, as well as nonprofit organizations and government agencies. While leveraging social media presents challenges and requires new approaches, the potential benefits are substantial (Kaplan & Haenlein, 2010; Angeleski et al., 2019). As a result, consumer behavior, business practices, and promotional strategies have all been adapted to the changing environment and technological advancements. Presently, social media marketing has become a widely adopted tool. Consumers now have the convenience of integrating purchases with other activities, saving time and effort by conducting transactions online. Virtually even more individuals are familiar with actions like double-tapping, liking, and sharing content, whether to raise awareness or simply to disseminate knowledge but in this context, Generation Z emerges as a key target market for brands, given their substantial exposure to technology from a young age.

2.1 Social Media Marketing

Social media is defined as "a group of internet-based applications that build on the ideological and technical foundations of Web 2.0, and that allow the creation and exchange of user generated content" (Kaplan & Haenlein, 2010; Zhou et al., 2022). Social media refers to any electronic service allowing Internet users to create and share various content online. This includes platforms such as online journals, social networking sites, online gaming zones, audio-video sharing platforms, and online rating/review forums, where users generate, design, publish, or review content and information. A social media marketing strategy can be defined as the coordinated approach and series of measures through which a company or organization aims to accomplish its marketing goals and fulfill the needs of its target audience by leveraging social media tools (Ananda et al., 2016). Social media is shifting the balance of power from marketers to consumers. This shift is facilitated by the democratic nature of social media platforms, which enable all users, essentially consumers, to interact and exchange information about products and services. As a result, marketers are compelled to adapt their traditional

approaches to better align with the evolving needs of consumers. They strive to establish more personalized connections with consumers, particularly in their purchasing behavior, by utilizing social media as a marketing channel, encompassing both organic word-of-mouth interactions and paid social media advertising. User activities on social media are broadly categorized into contribution or consumption tasks, with most users being consumption-oriented rather than contributors. Moreover, advertising serves as just one avenue through which consumers gain knowledge about new products or discover items they may desire or require. Increased product awareness empowers consumers to make informed choices, as they prefer to avoid making subpar purchasing decisions (Ertemel & Ammoura, 2019).

Utilizing these digital marketing solutions allows companies to enhance their value proposition by offering new benefits to customers that traditional marketing methods often cannot achieve (Zahoor & Qureshi, 2017). Consequently, companies benefit from consumers sharing posts that highlight their evolving needs, desires, and preferences (Kamboj et al., 2018), fostering a relationship between the brand and consumers that requires ongoing nurturing (Hudson et al., 2016). As a result, it becomes imperative for managers and researchers to monitor and evaluate this relationship.

Social media marketing involves employing social media technologies, platforms, and tools to generate, convey, distribute, and trade valuable offerings for an organization and its stakeholders (Tuten & Solomon, 2018). Social media facilitates connections between businesses and customers in unprecedented ways. This connectivity is facilitated by a range of platforms including social networking sites like Facebook, microblogging sites such as Twitter, and content communities like YouTube. These platforms enable the formation of social networks based on shared interests and values (Kaplan & Haenlein, 2010). Social Media Marketing Strategy (SMMS) refers to the cohesive set of actions and activities undertaken by an organization that try to understand customers' motivations for brand-related social media use aiming to leverage social media connections and interactions effectively, turning them into strategic tools for achieving desired marketing goals (Li et al., 2021).

Social Media Marketing (SMM) facilitates communication between customers and brands (Kim & Ko, 2012). When customers perceive a brand's social media marketing efforts as memorable, helpful, or meaningful, they are more likely to develop a positive brand image (Chang & Fan, 2017). Recent studies have provided empirical evidence that SMM influences brand image or customer perception (Mandagi & Aseng, 2021; Barreda et al., 2020; Cheung et al., 2019; Bilgin, 2018; Kim & Ko, 2012). Therefore, a positive SMM experience correlates with a higher likelihood of forming a favorable brand image.

While traditional marketing strategy and Social Media Marketing Strategy (SMMS) share foundational principles, the primary distinction lies in the nature/type of communication. While social media marketing involves two-way communication, conventional marketing typically entails one-way communication (Duffett, 2017). In addition, they diverge in three key aspects:

1. Unlike traditional approaches, which often overlook the diverse motivations behind customer engagement, SMMS underscores the importance of various factors such as intellectual, social, and cultural motivations that drive customers to engage with firms and other customers (Peters et al., 2013).
2. In SMMS, the outcomes are determined collaboratively by both the firm and its customers, emphasizing the importance of interactive relationships. Social media platforms serve as genuine integrators of resources when firms and customers engage and establish relationships (Singaraju et al., 2016).
3. While traditional marketing strategies typically focus on customer lifetime value solely through purchase behavior, SMMS expands the notion of customer value to encompass engagement. This includes both direct contributions (e.g., purchases) and indirect contributions (e.g., product referrals to other customers), thereby offering a broader perspective on the value that customers bring to the firm (Kumar & Pansari, 2016).

To gain a deeper comprehension of its impact on customer engagement, it's crucial to grasp the essence of social media marketing and discern its distinctions from traditional marketing methods.

As the internet offers consumers a myriad of communication options for gathering, communicating, collaborating, and sharing content, a significant shift in power has transpired from organizations to customers over time. The ability for consumers to share information online has facilitated the expression of opinions, leading individuals to place more trust in their peers than in organizations (Nakano & Kondo, 2018). This transformation has presented numerous challenges for marketers, prompting businesses to recognize the importance of actively listening to their customers, engaging them in dialogue, maintaining transparency, and fostering open communication (Alalwan et al., 2017). Considering the evolving business landscape, establishing a social media marketing strategy has become a crucial component of the marketing strategy for many leading organizations (Alalwan et al., 2017). Understanding the impact of social media marketing on a company's brand and image is essential, as it can significantly influence the company's bottom line (Umunna, 2021).

Social media marketing offers several distinct advantages over traditional marketing methods. The key benefits of social media marketing include cost reduction and expanded reach. Social

media platforms generally entail lower costs compared to alternative marketing channels like in-person sales representatives or intermediary distributors. It significantly reduces costs by providing low financial barriers compared to other marketing channels (Sheth & Sharma, 2005). Most social media platforms are free to access, allowing businesses to run successful marketing campaigns even on limited budgets. Additionally, social media enables businesses to reach a broader audience, overcoming temporal and locational limitations of traditional distribution channels. This expanded reach is facilitated through targeted advertising and the viral nature of social media, where each user has the potential to amplify information within their network.

In addition, social media marketing enables businesses to connect with customers who may otherwise be inaccessible due to temporal or geographical constraints associated with traditional distribution channels. These platforms amplify reach and decrease expenses by offering three distinct advantages for customers (Sheth & Sharma, 2005).

Furthermore, social media enhances social interaction by increasing communication opportunities online, leading to larger and more diverse social networks. Consumers place significant trust in peer recommendations and online evaluations, influencing their purchasing decisions. Moreover, the interactivity of social media platforms allows for greater user engagement and control over content, leading to higher involvement and positive attitudes towards brands (Nadaraja & Yazdanifard, 2013).

Another advantage of social media marketing is its ability to target specific audiences based on users' interests and connections (Nadaraja & Yazdanifard, 2013). This targeted marketing approach ensures that advertisements reach individuals who are most likely interested in the products or services being promoted. Additionally, social media facilitates word-of-mouth promotion beyond traditional advertising methods, leveraging implicit advocacy and social networks to spread brand awareness (Hill et al., 2006).

Finally, social media platforms play a crucial role in customer service, offering various support options such as FAQs, online representatives, and toll-free phone numbers. Efficient order fulfillment and delivery systems contribute to customer satisfaction and loyalty. To mitigate the inability to physically experience products online, marketers should focus on offering well-known brands, high-quality products, and guarantees to instill confidence in consumers (Krishnan, 2001).

Overall, social media marketing presents a multifaceted approach that encompasses cost reduction, expanded reach, enhanced social interaction, targeted advertising, and improved customer service, making it an essential component of modern marketing strategies. Social

media offers brands and organizations new opportunities not only to speak directly to consumers and stakeholders but also to listen to their needs, opinions, and concerns more carefully (Reinikainen et al., 2020).

Social media undoubtedly offers numerous benefits that meet the needs of individuals, consumers, organizations, and brands. However, these advantages come hand in hand with significant drawbacks, affecting both personal lives and business operations. Negative consequences for individuals encompass security breaches, privacy infringements, distorted self-perception, diminished reliance on credible information sources, a persistent digital footprint, and loss of content control (Tuten & Angermeier, 2013). Privacy concerns stand out as the primary negative aspect associated with social media and social media marketing. These concerns encompass security risks and loss of control over personal information, including data collected under the acronym "PII" (Personal Identifiable Information). Despite the vast potential for detailed data collection and utilization, a substantial portion of young people express minimal concern regarding online privacy (Pierson & Heyman, 2011). Social norms are transitioning from confidentiality to openness, exemplified by a significant number of social media users neglecting to set privacy settings on their profiles (Madden, 2012). While businesses benefit from access to consumer data, individuals may suffer negative consequences, such as the potential risk of theft due to inadvertently sharing location information online. Many users claim ignorance regarding the privacy of their information, often failing to read the terms of use agreements associated with social media platforms (Tuten & Angermeier, 2013). Distorted perceptions of self and credibility is another kind of negative effect that can arise from the use of social media (Gordon & Sahagun, 2007) where information shared through is often perceived as factual without verification (Del Giudice, 2010).

Similarly, brands face negative outcomes such as security vulnerabilities, content control challenges, propagation of negative publicity and word-of-mouth, and heightened legal liabilities (Tuten & Angermeier, 2013). Many of these negative consequences stem from issues related to information sharing, storage, and utilization in social channels. Businesses struggle to protect consumer data, particularly sensitive information like financial and health-related data, but threats of security breaches from hackers and employee misconduct can always arise (Tuten & Angermeier, 2013). While social media marketing facilitates the spread of positive word-of-mouth communication about brands, there's a risk of unintended negative publicity. Additionally, employee behavior on social media can impact a company's public image, leading to legal liabilities ranging from misuse of online data in recruitment to potential workplace harassment violations. It's essential to consider these negative implications when evaluating the

overall societal value of social media and to equip both consumers and businesses with the knowledge necessary for its effective utilization.

2.2 Key Role of Social Media in Interaction with Generation Z

The shifting characteristics of Gen Z consumers, who prioritize instant decision-making and are heavily influenced by digitalization, are driving a transformation in contemporary marketing approaches (Waworuntu et al., 2022). Traditional methods like door-to-door marketing are becoming obsolete, particularly for Gen Z (Ibrahim et al., 2022). This transformation entails a significant reliance on social media as the primary platform for reaching customers, especially those belonging to Gen Z and millennials. As highlighted by Djafarova & Bowes (2021), this demographic exhibits a strong attachment to social media, considering it an essential component of their daily routines. Their extensive usage of social media exposes them to digital advertising and enables them to quickly adopt online trends. In response to these consumer behaviors and preferences, marketers, particularly those promoting local products, are increasingly leveraging social media as a communication channel. Social media has emerged as a crucial tool for implementing marketing strategies aimed at effectively conveying the value propositions of their products to meet the evolving needs, desires, and preferences of customers, particularly those in the Gen Z demographic (Waworuntu et al., 2022). Research conducted by Kaihatu (2020) reveals that social media marketing targeting Gen Z has a considerable impact on purchase intention. The study indicates that the level of Gen Z's familiarity with a product, coupled with their willingness to invest time in seeking additional information about it, directly correlates with their likelihood of making an immediate purchase. Moreover, the research underscores the pivotal role of influencers in delivering informative and memorable content, which significantly enhances consumer engagement. Interactions facilitated through various forms of content engagement, such as likes, comments, and responses from business owners, further bolster consumer engagement levels. This heightened engagement, in turn, translates into purchase intentions, either immediately or at a later stage. Additionally, Ibrahim et al. (2022) assert that Gen Z exhibits a preference for social media advertising over traditional forms, attributing this preference to the effectiveness of social media advertising in bolstering brand awareness, shaping product perception, fostering brand loyalty, facilitating business interactions, and driving purchase intention. In essence, the cultivation of purchase intentions among Gen Z can be achieved through heightened brand awareness and the transformation of their product perceptions, thereby fostering a sense of brand loyalty by ensuring a continuous sense of connection.

2.2.1 Adapting to the Shift: Strategies for Building Stronger Connections with Customers in a Digital Era

The dynamics of relationships between companies and their customers are constantly evolving, offering expanding avenues to engage with other customers and businesses via social media and mobile platforms. Heightened competition and technological advancements, which are lowering entry barriers, have spurred firms to embrace various strategies aimed at fostering stronger connections with their customers (Venkatesan, 2017). To respond to young people's expectations, brands, and organizations have turned to social media to interact and build relationships with them. However, critics have lamented that these attempts often fail and that young people's trust in institutions, brands, and organizations continues to decline (Reinikainen et al., 2020).

Teenagers have increasingly developed resistance to traditional marketing methods, leading to a slowdown or decline in advertising revenues for many conventional above-the-line media channels in recent years (Duffett, 2017). However, certain forms of digital interactive advertising, particularly mobile and social media, have demonstrated resilience to the shifting preferences of this younger demographic and the overall economic conditions of the market (Duffett, 2017). As a result, they have experienced consistent growth over the past decade (Lazarevic, 2012). The rise of interactive social media platforms has enabled marketers to reach millions of young consumers, significantly amplifying the impact of consumer-to-consumer communication in the marketplace. It has become imperative for organizations to establish effective marketing communication strategies for their brands to cultivate favorable attitudes among consumers or users. This process typically begins with creating awareness and knowledge and progresses through various components, ultimately leading to a predisposition to make purchases (Duffett, 2017).

In contemporary society, social media has become an essential aspect of daily life, particularly among the younger demographic. These adolescents and teenagers have eagerly embraced this modern online information and communication technology (ICT) platform.

Social media platforms like Facebook, Twitter, LinkedIn, YouTube, WhatsApp, Instagram, Tumblr, Pinterest, WeChat, and Google offer young users the ability to create personalized online profiles, engage in communication and interaction with friends, and share user-generated content as well as information from various brand-related sources (Dixon, 2024; Matthee, 2011). Traditionally, social behavior and consumer mindset were influenced by media such as television, radio, newspapers, and magazines. However, in the twenty-first century, social media has begun to supplant the enduring and influential role of traditional media among young

consumers. This shift in behavior presents both opportunities and challenges from an organizational perspective (Uitz, 2012). Marketers increasingly rely on social and mobile ICT channels to market and promote their brands to the youth (Duffett, 2017). Moreover, the concept of delivering content that is both engaging and relevant holds the potential to captivate young consumers, encouraging them to share and disseminate information among their peers. This aspect, commonly known as word-of-mouth (WOM), is emerging as the future of social media marketing communications (Yaakop et al., 2013). As noted in the Global Web Index report (*Digital Marketing Trends Report, Top Trends in Marketing Strategies*, 2017), Generation Z is often referred to as "Generation Mobile" due to their extensive use of mobile devices and their mobile-centric mindset, distinguishing them from previous generations. With 80% of their social media engagement occurring on mobile devices, it is imperative for companies to ensure that their websites are mobile-responsive, optimize their online content for smaller screens, and importantly, tailor their social media strategies to capture the fleeting 8-second attention span of Generation Z (Finch, 2015) and prevent endless scrolling (Contreras, 2019). While many popular social media platforms have already transitioned to mobile-first or mobile-only experiences, some still maintain desktop versions. However, this shift towards mobile-centricity is expected to intensify in the future, providing companies with a mobile-first approach a clear advantage when targeting Generation Z.

Schivinski & Dabrowski (2015) found that both user-generated and organizational social media brand communications had a positive impact on awareness (cognitive responses). According to the study conducted by Duffett (2017) teenagers who spent longer periods of time (two or more hours) on social media displayed favorable cognitive, affective, and behavioral attitudes toward marketing communications. This outcome is logical, as the more time adolescents spend on social media, the greater the likelihood of viewing and interacting with marketing communications on these digital ICT platforms. The longer marketing communications were displayed, the greater the chance they would positively impact buying decisions. Therefore, organizations and brands should encourage young social media users to spend more time online through branded apps, games, competitions, and other interactive promotional tools to foster favorable attitudinal responses.

Social media marketing communications elicited the most favorable cognitive and affective attitudinal responses when accessed via mobile devices among Generation Z (Duffett, 2017). Therefore, organizations and brands should consistently provide accurate and up-to-date content to Generation Z, who are adept at consuming information instantly but may also lose interest quickly if it fails to engage them (A. Williams, 2015).

2.2.2 Engaging Generation Z through Social Media Marketing

Undoubtedly, social media stands as one of the most potent avenues for engaging with Generation Z in contemporary times. Nevertheless, it undergoes constant and swift evolution. To ensure enduring success, companies must remain abreast of these shifts and not only comprehend existing trends but also anticipate forthcoming developments in social media marketing.

Social media usage has become an integral aspect of daily life for most teenagers, significantly shaping Generation Z (Gaidhani et al., 2019). Despite their heavy digital engagement, particularly on social media, Generation Z appears less brand loyal compared to previous generations, as noted by O. Gupta & Gulati (2014). Priporas et al. (2017) describe Generation Z as innovative and creative but distinct in their consumer behavior compared to earlier cohorts. In fact, having grown up in a digitalized era, Generation Z exhibits different behaviors from earlier generations. A prevalent trend discussed in research is their preference for visual media, which plays a significant role in connecting with and appealing to this demographic (Rammopo, 2016).

The behavior of users on social media is rapidly evolving, leading to changes in theoretical frameworks that describe both the predecessors and outcomes of social media usage by Generation Z (Prakash Yadav & Rai, 2017). These social networking generations, primarily comprising school and college students or recent entrants into the workforce, are often characterized as tech-savvy and highly fashion-conscious compared to previous generations. The primary motivation behind their use of online socializing is the desire to engage and stay informed with others in fact Generation Z is characterized by a greater inclination towards using online social platforms to communicate and interact with acquaintances than other age groups (Prakash Yadav & Rai, 2017). They are enthusiastic about providing active feedback and comments on brands, services, and issues they are involved with, and they also value others' opinions (Mattice, 2023). They have a strong affinity for online communication and prefer to stay connected through readily available technology at their fingertips. With the advent of the internet revolution in the 1990s, they experienced an unprecedented exposure to technology from childhood through adolescence. Unlike any previous generation, Generation Z displays an exceptional level of proficiency and comfort with technology from a young age, indicating a high level of confidence in using technological resources. They represent the first generation of mobile enthusiasts globally, favoring wireless, touch-operated devices like iPads and smartphones over wired alternatives with the consequently increase in their familiarity with mobile technology (Kahawandala et al., 2020). According to Kuss & Griffiths (2011) the main

reason individuals use social media platforms like Facebook, Instagram, or WhatsApp is to stay connected with friends and engage in communication, along with seeking out individuals and social activities.

The trend of utilizing social media marketing is increasingly prevalent nowadays, as internet usage is widespread among consumers who frequently seek out newly launched products. The convenience of discovering products online from anywhere has become readily accessible through social media marketing channels (R. Gupta, 2023). In summary, as previously noted, social media marketing is steadily supplanting traditional marketing practices, and businesses aiming for success in the coming years must adapt their strategies accordingly. Compounding this shift is the fact that over 80% of Generation Z is influenced by social media in their purchasing decisions (Salpini, 2017), making social media marketing the most potent and fruitful avenue for engaging with this demographic.

The increase in social media usage among consumers, combined with the inherently social aspect of consumption, has heightened consumer-to-consumer interactions (Kusuma et al., 2024; Duffett, 2017). Social media-based online brand communities (OBCs) offer a fertile ground for exploring consumer networking dynamics, resulting in mutual value generation (Duffett, 2017; Habibi et al., 2014). OBC members interact to consume, create, and exchange information about brand-related products, ideas, or experiences (Brodie et al., 2013). Consequently, the content style of social media can influence the level of engagement within an OBC. One distinguishing feature shaping the social context of a platform is its content style, which refers to the type of content users typically produce or share (Waterloo et al., 2018). Modern social media platforms support various content styles. However, Instagram stands out as a social networking platform that prioritizes expression through images and short videos, often enhanced with filters (Kusuma et al., 2024). This suggests that visual aesthetics take precedence in content creation (Jin & Ryu, 2019), while text serves to provide context or amplify the visual message. Social media has provided brands and organizations with fresh opportunities, enabling them not only to communicate directly with consumers and stakeholders but also to attentively listen to their needs, opinions, and concerns (Reinikainen et al., 2020).

The concept of organizational listening, introduced to communication studies by Macnamara (2018), revolves around what he termed "the seven canons of listening." These principles entail recognizing and acknowledging others, paying attention, interpreting and understanding, considering viewpoints, and responding appropriately. Unlike interpersonal listening, organizational listening is delegated, often mediated, and scaled up to accommodate potentially

vast numbers of individuals (Macnamara, 2018). It is considered crucial for brands and organizations to foster two-way communication and dialogue (Macnamara, 2016), offering several benefits including strengthened consumer relationships, improved satisfaction, and better online perception monitoring (Crawford, 2009, pp. 531–532). Despite the importance placed on organizational listening, studies indicate a gap between expectation and practice (Maben & Gearhart, 2018). The unique features of social media contexts influence listening expectations and behaviors, posing challenges to organizations (Bodie et al., 2008). Addressing large volumes of follower interactions poses a challenge, particularly for organizations with global audiences (Burton & Soboleva, 2011). Balancing empathetic listening and customer service functions on social media requires careful management to avoid overwhelming followers with irrelevant content (Coffee, 2013).

Organizations often engage in monitoring or surveillance rather than genuine listening, prioritizing reputation management over meaningful engagement (Vos, 2016). This discrepancy may lead to missed opportunities for societal benefits like community building and empowerment. Teenagers are increasingly resistant to traditional marketing methods, resulting in slowed or declining advertising revenues for many conventional media outlets. However, various forms of digital interactive advertising, particularly those on mobile and social media platforms, have demonstrated resilience to the shifting preferences of this demographic and market conditions overall, experiencing consistent growth over the past decade (Lazarevic, 2012; Jaffit, 2015; Pombo, 2015). The rise of interactive social media has enabled marketers to reach millions of young consumers directly, significantly amplifying the impact of consumer-to-consumer communication in the marketplace (Duffett, 2017). Consequently, for any organization to thrive, it is imperative to develop an effective marketing communication strategy for their brands. Such a strategy aims to cultivate favorable attitudes among consumers or users, beginning with awareness and knowledge and progressing through various components, ultimately leading to a predisposition to purchase.

Social media platforms offer avenues for sharing ideas and participating in discussions across diverse subjects, leading to the normalization of online interaction and the blurring of traditional generational norms. This fosters a culture where individuals curate carefully constructed images of themselves, often showcasing achievements, experiences, and personal lives, thus influencing social standards of self-presentation. Moreover, social media platforms wield significant influence in shaping attitudes, opinions, and behaviors, as trends, memes, and viral content swiftly propagate through networks, shaping public discourse and societal norms, thereby restructuring worldviews (Sharma & Sharma, n.d.).

Conversely, social media also amplifies marginalized voices, challenging conventional norms and advocating for social change. It has become commonplace to connect, communicate, and share experiences with friends, family, and acquaintances through these platforms, affecting norms related to friendship, privacy, and personal boundaries. Additionally, social media facilitates access to information on current events, social issues, and cultural trends, fostering heightened awareness and engagement in discussions across various topics. Furthermore, it plays a pivotal role in enabling online activism and mobilization for social causes, with hashtag campaigns, online petitions, and movements leveraging the platform to raise awareness and advocate for equality and justice, thereby challenging and reshaping existing social norms.

2.3 Importance of youth engagement and participation

The notion of youth engagement has remained a constant but evolving aspect within community-based youth development initiatives. Over time, it has been referred to by various terms such as youth leadership, civic engagement, youth participation, and youth voice, among others, each carrying distinct interpretations for different individuals. (Saito & Sullivan, 2016). Youth engagement, broadly conceptualized, refers to the active involvement of young individuals in cognitive and social pursuits that foster personal growth, highlighting its pivotal role in the developmental process of youth. (Weiss et al., 2005). However, such a comprehensive definition obscures the diverse manifestations of youth engagement and the wide-ranging benefits it offers to both young people and communities (Sullivan, 2011). Youth engagement occurs across a multitude of settings, including schools, community-based programs, places of worship, homes, and neighborhoods. It encompasses a diverse array of activities such as academics, sports, arts, community service, participation in advisory boards, political advocacy, and community activism. These engagements take place in both formal and informal settings, ranging from structured classroom instruction to informal interactions during afterschool programs or casual conversations among youth and adults.

According to Saito & Sullivan (2016) throughout the literature and practitioners' perspectives on various forms of youth engagement, three key ideas emerge:

1. Empowering Youth as Contributors and Leaders - A central theme across all forms of youth engagement is the acknowledgment and belief in young people's skills, perspectives, and expertise. Recognizing that youth possess valuable assets that can enrich activities and programs, fostering growth and development.
2. Developmental Considerations - As children transition into adolescence, their needs and interests evolve. Teenagers require opportunities to cultivate their sense of identity and

autonomy within expanding social contexts. They need platforms to practice decision-making and acquire attitudes and habits that shape their engagement into adulthood. These developmental needs influence their preferences for programs that offer opportunities for self-expression, decision-making, community connection, and meaningful action.

3. Core Importance of Reciprocal Relationships - Effective engagement hinges on authentic, ongoing relationships between youth and adults. While youth engagement is often viewed as adults involving youth, true quality engagement entails reciprocal interactions between youth and adults that benefit both parties (Saito & Sullivan, 2016). It is a collaborative process where youth and adults engage with each other in mutually beneficial ways.

Engagement in various activities yields a broad spectrum of positive developmental outcomes for young individuals, encompassing physical well-being, positive psychosocial growth, improved academic performance, acquisition of specific skills, diminished involvement in violent or risky behaviors, and the cultivation of a positive sense of identity (Pittman et al., 2007; Zeldin et al., 2007; Walker, 2006; Weiss et al., 2005) Furthermore, research Scales et al. (2010) reveals that 15-year-olds who score high on an index measuring opportunities for participation and supportive relationships exhibit higher rates of academic achievement, a greater sense of purpose and hope for the future, and a stronger positive ethnic identity compared to their counterparts who score lower on the index.

Participation in activities allows young people to explore and shape their identity within the broader community, while simultaneously fostering the development of essential capacities, commitments, and social connections needed for success in their chosen roles, as noted by Kahne & Westheimer (2003). Flanagan (2003) adds that participation, particularly within diverse groups, fosters a sense of belonging and social trust, along with expanding one's sphere of connection and responsibility to others. Moreover, research by Hart et al. (2007) and Youniss & Hart (2005) suggests that individuals who engage in community activities during adolescence are more likely to continue participating in community organizations and institutions throughout their lives. Engaging youth in participation is crucial, as it taps into their knowledge and allows them to assert their citizenship rights, fostering a more democratic society. Furthermore, it fosters their personal growth and equips them with valuable knowledge and hands-on skills (Checkoway, 2011).

Young individuals derive various benefits from their engagement experiences, including enhanced academic achievement, development of problem-solving, communication, social, and

political skills, bolstered self-efficacy, and improved physical and emotional well-being. However, communities ultimately reap the rewards of youth engagement in its myriad forms, as young people and adults collaborate and evolve together. Through these interactions, they cultivate individual and collective capacities that are essential for the prosperity of communities, our nation, and global society in the 21st century.

2.3.1 A concrete case: Wisdom2Action

The youth and adults involved in Wisdom2Action (W2A), a Canadian network dedicated to enhancing the mental health and well-being of children and youth facing adversity, appreciate the supportive techniques used, enabling youth of varying advisory skills to participate. However, there's a desire among young advisors (YAs) to have more direct involvement in shaping W2A's vision and strategy. They feel underrepresented in decision-making and future planning, particularly in governance and strategic operations. Challenges include communication barriers and the pace of discussions in board meetings. YAs and board members alike seek training to enhance meaningful youth engagement and incorporate anti-oppression practices into W2A operations (Canas et al., 2019). As indicated by their positive feedback, individuals have experienced increased engagement leading to enhanced partnerships, communication skills, and self-advocacy. This aligns with scholarly agreement that effective youth engagement (YE) contributes positively to young people's development, self-perception, and sense of belonging. W2A staff and Board members have benefited from the diverse perspectives, innovative ideas, and contextually relevant knowledge brought by young advisors (YAs). This reciprocal exchange of benefits among YAs, W2A, and other stakeholders highlights the essential role of the Youth Advisory Council (YAC) as a valuable recipient of W2A services and resources. These favorable outcomes underscore the advantages organizations gain from youth engagement, consistent with findings in youth-involved knowledge generation and policy development within the youth-serving sector. A notable observation is that YAs view themselves as integral parts of the youth-serving sector rather than mere service recipients. This perspective aligns with YE principles, recognizing youth as active contributors to research and agents of change. This mutual understanding between youth and supportive adults resonates with W2A's mission to fortify the youth-serving sector, providing a rationale for continued investment in youth mentorship and involvement. Non-profit organizations (NPOs) considering YE initiatives should evaluate how a YAC or similar YE investments correspond with their organizational mission and values, especially regarding equity-focused approaches.

2.4 Creating a Consumer Project through a Social Media Presence Strategy

Social media marketing has facilitated a more integrated, interactive form of marketing communication, with consumers actively participating in brand interactions across various social platforms and generating data based on their experiences (X. Liu et al., 2021). User-generated content (UGC) encompasses content created by users, either entirely new or edited versions of existing content, which is then shared and distributed within public or group settings (Naab & Sehl, 2017). The significance of UGC can be gauged by its volume, reflecting the frequency of user engagement, and its valence, representing the sentiments and ideas expressed in such posts (Colicev et al., 2019).

UGC contributes value in the form of more targeted marketing, improved brand communication, and deeper customer engagement. Surveys have shown that it positively impacts brand image, purchase intentions, and sales outcomes (X. Liu et al., 2021). Particularly influential among millennials and Generation Z, these demographics create their own content, such as photos, videos, and text, as a means of self-expression (Needham, 2008). They perceive UGC as the most authentic, credible, and trustworthy source of information (Stackla Consumer Content Report, 2019).

Moreover, organizations leveraging UGC in their marketing strategies foster greater audience engagement, build trust, enhance brand-customer relationships, and gain SEO benefits (York, 2016). Research indicates that UGC is more closely associated with audience satisfaction and has a stronger informative impact than firm-generated content (FGC). Audiences appreciate organizations that encourage the creation of UGC, highlighting its importance in contemporary marketing approaches (Colicev et al., 2019).

While being responsive to customer requests is crucial for satisfying customers, qualitative research indicates that business clients also desire providers to proactively understand and address their latent and future needs as part of an ongoing process that generates value in their relationship (Blocker et al., 2011; Beverland et al., 2007; Tuli et al., 2007; Flint et al., 2002). Narver et al. (2004) coined the term "proactive market orientation" to describe this capability. Despite its significance, firms often overlook or inadequately address this proactive aspect (Tuli et al., 2007). For instance, studies conducted by Schmidt et al. (2007) and Hagberg-Andersson (2006) indicate that most providers primarily adapt in reaction to customer requests and are hesitant to take proactive measures. Beverland et al. (2007) observed that a lack of provider proactivity could erode customer loyalty and foster a sense of provider complacency. Therefore,

beyond the research gap concerning the nature and impacts of proactivity, evidence indicates a gap in practical implementation.

Since the publication of the Kohli & Jaworski (1990) and Narver & Slater (1998) studies, the primary research focus on customer value creation has been within the market/customer orientation literature (Jayachandran et al., 2004; Blocker et al., 2011). While Kohli & Jaworski (1990) define market orientation as "the organization-wide generation of market intelligence pertaining to current and future customer needs," Narver et al. (2004) argue that addressing latent and future needs "has received some theoretical comment... but no systematic empirical analysis." Customer requests typically reflect expressed needs—current needs customers are aware of and actively request from providers. However, they do not address latent needs—needs that are potentially important but challenging for customers to articulate (Slater & Narver, 1998). This is the realm where proactive customer orientation seems to exert influence, as evidenced by qualitative studies of business relationships (Beverland et al., 2007; Flint et al., 2002). A provider's ability to uncover latent needs through proactive dialogue, lead user research, or ethnographic research may reveal early warning signs of changes in customers' needs (Slater & Narver, 1998; Flint et al., 2002; Blocker et al., 2011). Zeithaml and other prominent marketing scholars (Zeithaml et al., 2006) agree, suggesting that managers require "forward-looking metrics" to capture indications of how customers perceive the firm anticipating their "alternative futures."

The study conducted by Beverland et al.2007) strongly support the notion that proactive customer orientation is both culturally universal and strategically crucial for value creation in global business-to-business markets. While existing research and practices emphasize the importance of promptly adapting to customer requests (Mukherji & Francis, 2008), customers in various global markets also expect providers to go beyond mere responsiveness; they seek proactive engagement in anticipating their evolving needs. The results of the study (Blocker et al., 2011) demonstrate consistently positive effects, with proactive customer orientation emerging as the most influential driver across a diverse sample of five countries. These findings indicate that business customers now demand more than just a strong core value proposition and responsiveness to changing needs to maintain a competitive edge. However, it's crucial to clarify the dynamic between proactive and responsive customer orientations in customer relationships (Blocker et al., 2011). Some scholars have suggested that proactive engagement with customers may, in some cases, overshadow the importance of responsiveness and undermine its role in fostering long-term customer loyalty (Beverland et al., 2007). While this may hold true in certain contexts, our findings underscore the significant and differential impact

of proactive customer orientation on value creation. Neglecting this aspect may result in a subpar customer experience, though responsiveness remains a critical factor in value creation. Furthermore, our analyses reveal that proactive customer orientation likely amplifies the effects of responsiveness, and vice versa, as evidenced by their significant interaction within customers' perceptions (Blocker et al., 2011).

Further analysis, considering various buyer-seller contexts, indicates that the strategic relevance of proactive customer orientation is framed by factors such as the intensity of value change, the scope of global relationships, and the structure of transnational relationships. The results suggest that in a fast-paced business environment characterized by global interactions, providers must prioritize proactive customer orientation to remain competitive. Additionally, post hoc analysis suggests that high levels of proactive customer orientation may positively impact loyalty, highlighting the importance of understanding the value-satisfaction-loyalty chain, especially in contexts where the link between satisfaction and loyalty is not inherently strong.

From a managerial perspective, the ability to proactively anticipate customer needs relies on processes that delve into different aspects of customers' worlds compared to traditional voice-of-the-customer or customer intelligence efforts. While understanding current customer preferences is akin to viewing snapshots, anticipating future needs requires a dynamic understanding of change. Proactive processes entail closely interacting with customers to discern peripheral topics and focusing on changes within customers' environments, firms, and managerial strategies. Despite the perceived challenges, leading firms today possess the analytical processes and interpretive tools necessary for developing proactive customer orientation, which were unthinkable a decade ago.

It's noteworthy that the mean score for proactive customer orientation in our study was significantly lower than that of other value drivers, indicating potential opportunities for providers to enhance proactive engagement in the eyes of buyers. Additionally, research suggests that providers predominantly adapt in response to customer requests, potentially due to significant gaps in understanding customers' needs between providers and customers themselves. Our findings underscore the urgency for marketers to recognize the proactive dimension of customer orientation in their strategies and move beyond traditional customer feedback processes that may not effectively anticipate future needs. Failure to do so may leave firms at a competitive disadvantage, necessitating a significant overhaul of current practices, especially for firms operating in global markets.

2.5 Project Vision and the implementation through Digital Platforms

Just as individuals have unique stories to share, companies also have their own narratives. At its core, a corporate story serves as a narrative tool depicting a company's strategy in action. It presents a clear, structured depiction of "who we are" and "where we're headed," rallying emotional and rational support from stakeholders. These narrative paints a collective vision of the future, outlines the path to achieve it, highlights crucial milestones, and offers a roadmap for employees to follow, defining success in tangible terms. Beyond mere words, the strength of the corporate story lies in its ability to align leaders, guide decision-making, and mobilize the entire organization (Marzec, 2007).

Purpose, mission, and vision statements are essential components of corporate communication, enabling companies to convey their values and beliefs (Leuthesser & Kohli, 1997). Purpose represents a fusion of a company's fundamental philosophy and core values that distinguish it from competitors in the market (Fitzsimmons et al., 2022; David, 1989). A company's mission delineates "what we do," whereas its purpose serves as a guiding principle explaining "why we do it" (Bruce, 2016). While a company's mission statement typically offers a specific description of its current products or services, purpose outlines the broader objectives the company aspires to achieve in the long term. Moreover, mission statements typically target internal stakeholders, aiming to unite individuals within the company to pursue a common goal (Hsu, 2017; Ingenhoff & Fuhrer, 2010). Conversely, purpose statements tend to be outwardly focused, illustrating the social benefits the company seeks to deliver (Hsu, 2017).

Purpose and vision statements also exhibit differences. Although both statements address long-term corporate objectives, purpose serves as an overarching principle guiding strategy and decision-making, while vision delineates the ideal future state the company aims to attain (Castro & Lohmann, 2014). In essence, vision statements are forward-looking, portraying the future expectations of a company if it were to realize its purpose (Kenny, 2014). Strategically developing purpose, mission, and vision statements enables firms to articulate a brand's personality to both internal and external stakeholders (Stylidis et al., 2016). In today's competitive market, brands strive to distinguish themselves from competitors by cultivating distinct brand personalities (Siguaw et al., 1999). Aaker (1997) defined brand personality as "the set of human characteristics associated with a brand". Brand personality serves as a symbolic means of self-expression by attributing human traits to brands (Keller, 1993). Brand personality traits are commonly embedded in companies' mission and vision statements as they endeavor to set themselves apart and embody their organizations (Ingenhoff & Fuhrer, 2010).

According to Kantabutra & Avery (2011) effective visions not only inspire but also challenge staff members, motivating them to strive for excellence in achieving desired outcomes. These challenging visions set a high yet attainable level of difficulty, allowing staff members to bolster their self-esteem as they pursue the store's objectives. Powerful visions provide a clear depiction of the business's long-term perspective and the future landscape in which it operates. They remain stable, resisting short-term trends or market fluctuations while remaining flexible enough to adapt to changes (Kantabutra & Avery, 2010).

Crafting a corporate story in a focused and intentional manner enables companies to unite leaders, engage employees, and establish a distinctive competitive position. It empowers management to justify their decisions and reinforces their legitimacy through a compelling engagement message. By employing the corporate story, management can foster relevance and comprehension around business decisions, helping employees grasp the customer landscape, competitive dynamics, and their individual contributions to realizing the company's strategy and achieving collective success. Moreover, the corporate story ensures consistency amid diverse stakeholder demands, offering clarity, stability, and uniqueness while serving as a decision-making filter (Marzec, 2007).

Contemporary society is not merely experiencing a shift in communication style; it is undergoing a profound revolution that has elevated the significance of information architecture in both societal structures and individual and systemic interactions (Ciasullo et al., 2018). The advent of digital technologies such as pervasive computing, Web 2.0, service-oriented architectures, cloud computing, and open-source software, particularly around the turn of the millennium, marked a pivotal moment. These technologies continue to reshape not only human daily life but also market dynamics and organizational structures. This technological upheaval is breaking industry boundaries and fostering the emergence of new business models (Tilson et al., 2010). The rise of online practices has transformed consumer behavior, enabling customers to explore and combine information to create new and immersive experiences. This shift, fueled by the "datatification" of daily activities, blurs the distinction between real and virtual life, intertwining physical and digital experiences. This trend is evident across various sectors, prompting companies to reconsider their strategies and interaction processes with both customers and users to align with evolving habits and expectations (Ciasullo et al., 2018).

Digital platforms are anticipated to facilitate innovation and collaboration among partners, suppliers, and customers by simplifying communication and coordination, as noted by Esposito De Falco et al. (2017) and Xie et al. (2016). Moreover, these platforms signify a shift from traditional value chains to digital value creation networks, as highlighted by Kenney & Zysman

(2016). By harnessing data collection, analysis, and utilization, these value creation platforms enable the development of new business models that bring together partners, customers, and suppliers on a single platform (referred to as multi-sided platforms), serving the interests of multiple target groups. This transformation in the value proposition, which introduces new products and services, can better address customer needs and generate additional revenues, as observed by Hagiu & Wright (2015) and Müller et al. (2018). While information technology companies have long been involved in the development of such platforms (Gawer & Cusumano, 2002), the traditional industrial sector, which will be significantly impacted by Industry 4.0, has been less proactive in this regard (G. G. Parker et al., 2016).

Digital platforms have empowered Generation Z to engage with narratives from both brands and consumers, encompassing promotional messages and peer experiences. In the vast array of entertainment and informational platforms, narrative advertising is strategically employed to evoke emotions and connections. As digital communities expand, brands and consumers alike utilize narrative advertising to express their viewpoints. According to the study conducted by Tabassum et al. (2020) narrative advertising positively influences Generation Z's purchase intention by activating persuasion knowledge. Given the decreasing attention spans of consumers, there is a need to assess the future viability of narrative advertising, especially considering the longer format it typically requires due to its storytelling element. The study aimed to assess whether the size of narrative advertising affects Generation Z as per theoretical predictions. Results demonstrate that narrative advertising significantly influences Generation Z's purchase intention, alongside the significant role of electronic word-of-mouth (eWOM) in their purchasing decisions. Although the direct impact of eWOM on purchase intentions is slightly less than that of narrative advertising, the mediation of persuasion knowledge between eWOM and purchase intentions is strong. As Generation Z becomes increasingly influential in the marketplace, tailored marketing strategies are essential. Marketers should leverage narrative advertising to trigger emotions and capture attention, while maintaining a positive digital presence to leverage the influence of eWOM.

3 THE CONTEXT

The following chapter aims at introducing the contextual landscape analyzed in the survey about the perception of a tourist city by people of different ages and cultures. In particular, it explores Venice's unique features, focusing on its fragility as a city built on water and the numerous challenges it faces. The chapter delves into the phenomenon of overtourism, a global challenge exacerbated by Venice's allure as a heritage-based tourism destination. The surge in tourist numbers, has posed significant threats for tourist destinations such as Venice, changing the nature of infrastructure, and incrementing social tensions. The economic benefits of tourism are undeniable, yet the negative impacts on Venice's residents and environment are equally noticeable. Moreover, the impending threat of climate change and rising sea levels threaten the city, amplifying the city's vulnerability to flooding and destruction. Central to Venice's challenges is the phenomenon of depopulation, both related to socio-economic motivations and growing housing costs but also to the exponential growth of tourism.

In such insecure context, it is fundamental to consider organizations and entities that emerged to contrast these negative aspects impacting Venice and try to safeguard its heritage fostering a sustainable future for generations to come. The case of VeniSIA (Venice Sustainability Innovation Accelerator), a visionary initiative aimed at harnessing innovation to address Venice's sustainability challenges will be taken into examination. Finally, a mention of the project Venice Rebels will be provided. The project focuses on using social media and digital technologies to engage Generation Z, raising awareness about crucial topics such as sustainability, conservation of cultural heritage, and the environmental challenges that Venice must face.

3.1 Venice a fragile city

> *"Cities can be destroyed in three ways: when a ruthless enemy destroys them, when a foreign population settle in it by force, or when they lose the memory of themselves. Venice can die if it loses its memory, if we do not understand its spirit and rebuild its destiny"*
>
> (Settis, 2014)

Venice is a "stunning oddity": it is constructed on approximately 120 islands and interwoven with 177 canals, is best navigated on foot using its 391 bridges. It is a labyrinth of waterways, featuring narrow footpaths, hidden squares, secluded museums, and ancient churches (Phelan, 2022). Venice is an extremely vulnerable city on multiple sides. Its fragility is evident both from

the structural point of view since as a city built on water, its survival relies on the integrity of the surrounding lagoon, and the social aspect due to the ongoing emigration of the local population. In addition to that, fragility can be referred to the city's extremely sensitive artistic heritage, which requires constant care and significant cultural and financial commitment to preserve. The rise in tourism further boosts emigration because of escalating property costs, so a systemic approach to create job opportunities and once again make city living appealing is needed. In such circumstances, the most logical solution often involves restricting access to the resource, making a selection in order to preserve the residential vitality of the city (Tattara, 2017). In the following sections, the major issues with which Venice should live with will be analyzed.

3.1.1 Over tourism

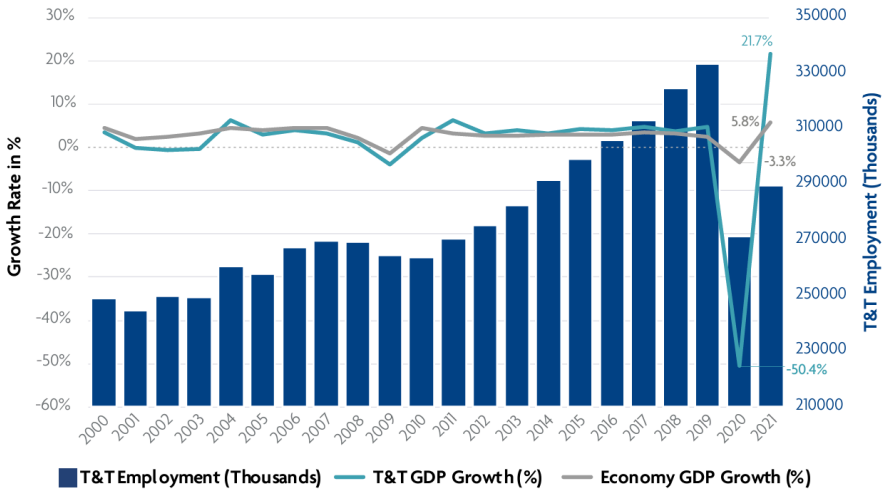
Tourism, a dynamic and multifaceted industry, plays a crucial role in the global economy, fostering cultural exchange, economic growth, and social development. Historically, tourism has moved from the privileged pursuit of the elite to a widespread global activity accessible to millions. The advent of modern transportation, technological advancements, and increased disposable incomes have democratized travel, making it an integral part of contemporary life. The economic significance of tourism is profound, contributing substantially to GDP, generating employment, and stimulating investment in infrastructure and services. Destinations across the globe benefit from the arrival of tourists, which support local businesses and foster regional development. However, the growth of tourism also presents challenges, including environmental degradation, cultural commodification, and the strain on local resources and communities.

According to the report “Travel and Tourism Economic Impact 2022 - Global Trends” (2022), before the pandemic, the Travel & Tourism sector was one of the largest globally, creating 1 in 4 new jobs, accounting for 10.3% of all jobs (333 million), and contributing 10.3% to global GDP (USD 9.6 trillion). As shown in the Figure 3.1, from 2000 to around 2019, there is a consistent upward slope indicating a growing global tourism industry during this period. Following the peak in 2019, there is a dramatic and steep decline in 2020. This sharp drop is likely attributable to the COVID-19 pandemic, which resulted in widespread travel restrictions, lockdowns, and a significant reduction in global travel. The COVID-19 pandemic highlighted the sector's importance, with 62 million jobs lost in 2020, leaving 271 million employed, an 18.6% decrease. Recovery began in 2021 and the sector's GDP contribution rose by USD 1 trillion (+21.7%) to USD 5.8 trillion, with its share of the global economy increasing from 5.3%

in 2020 to 6.1%. The future trend for the Travel & Tourism sector is perceived to be positive, demonstrating its resilience and ability to recover. Despite recent challenges, projections indicate a strong decade of growth, with Travel & Tourism GDP expected to grow by an average of 5.8% annually from 2022 to 2032, outpacing the overall economy's growth rate of 2.7% per year (Travel and Tourism Economic Impact 2022 - Global Trends, 2022).

The first UNWTO World Tourism Barometer of 2024 reported that international tourism in 2023 reached 88% of pre-pandemic levels, with approximately 1.3 billion international arrivals. Building on a strong performance in 2023, international tourism is poised to return to pre-pandemic levels in 2024 (International Tourism to Reach Pre-Pandemic Levels in 2024, 2024).

Figure 3.1: Economic Impact Timeline, 2000 – 2021



Source: Travel and Tourism Economic Impact 2022 - Global Trends (2022)

The surge in global travel, driven by increased disposable incomes, affordable air travel, and the rise of digital platforms promoting travel experiences, has intensified the pressure on well-known tourist hotspots. Destinations like Venice, Barcelona, and Bali, celebrated for their unique cultural, historical, and natural attractions, have become emblematic of the overtourism crisis. These locations face not only the physical wear and tear on infrastructure and natural resources but also social tensions between tourists and residents. Overtourism has become a burning issue and an important challenge to handle. It will continue to grow as long as the tourism industry continues to rise.

Venice holds a distinct allure, often regarded as the touristic ideals of fantasy and pleasure (Davis & Marvin, 2004) that ranks among the world's most popular tourist destinations. Consequently, Venice thrives on tourism, being its lifeblood but the repercussions of excessive

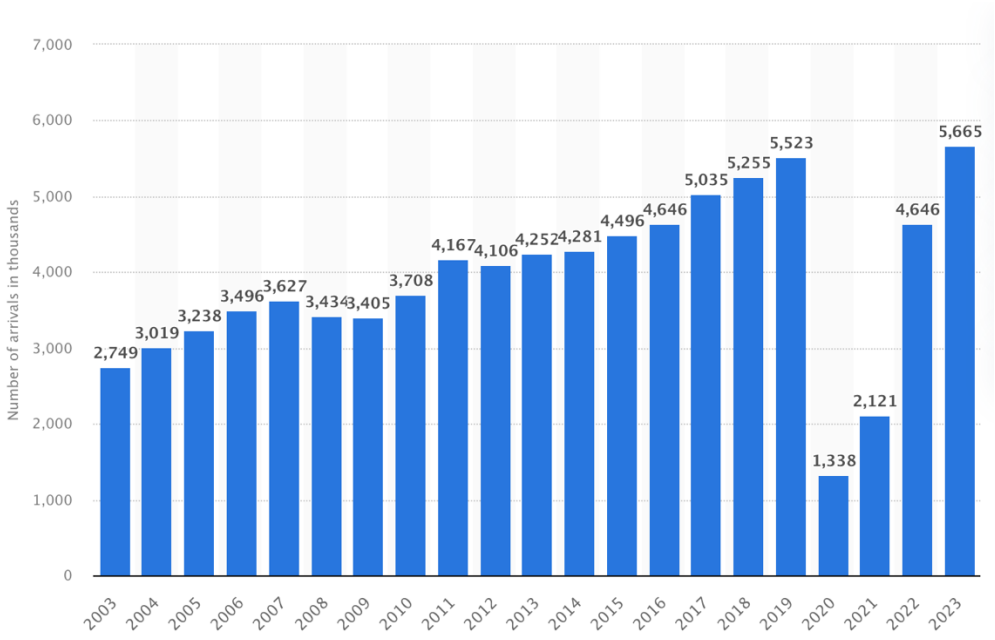
tourism cannot be ignored anymore. Listed in the UNESCO World Heritage from 1987 which initially had the scope of preserving and protecting the city heritage and prestige, overtime this designation amplify Venice's charm leading to a constant increase of tourists and the rise of popularity as a tourist destination. Its extraordinary allure comes from the presence of historical, archaeological, urban, architectural, artistic, and cultural heritage along with its typica landscape and natural setting. The surge in tourist numbers and the evolving trends within the tourism industry stand out as two pivotal characteristics that have left a lasting impact on all tourist destinations since the Second World War (Zanini et al., 2008). Consequently, the tourism sector has exerted a profound influence on the trajectory of Venice, especially its historic city center. This transformation has reshaped the urban design of the city and its architecture aimed at enhancing the aesthetic appeal and the commercial landscape (Zanini et al., 2008). Venice's reliance on tourism has provided economic opportunities, but there is a need to balance tourism development to mitigate negative consequences such as depopulation and loss of cultural identity. Clear policies and strategies are essential to guide Venice's tourism economy towards sustainable growth, whether through mass tourism or targeted approaches related to specific visitor segments. Understanding residents' perceptions, expectations, and attitudes toward prospective tourism development is crucial for sustainable tourism and securing community support.

Understanding residents' perceptions, expectations, and attitudes towards potential tourism development is crucial for effective planning, especially to achieve sustainable tourism and obtain community support (Sharpley, 2014). Over the past decades, community-based studies have aimed to identify factors influencing residents' perceptions and attitudes toward tourism development, categorizing them into extrinsic and intrinsic factors (Faulkner & Tideswell, 1997). The study conducted by Del Chiappa et al. (2021) revealed that residents of Venice believe the negative impacts of cruise tourism significantly outweigh the positives. Despite the expected economic benefits, residents express strong concerns about the negative effects of cruise tourism, such as overcrowding and environmental degradation. The analysis identified three resident segments - 'cautious', 'opposers', and 'optimistic' - based on socio-economic and demographic characteristics, like economic reliance on cruise tourism, education level, and proximity to the port. However, no significant differences were found based on gender, age, length of residency, or prior cruise experience. From a managerial perspective, the study suggests that policymakers and destination marketers should consider residents' perceptions when planning tourism activities. This includes involving the local community in tourism planning and developing more sustainable cruise tourism practices. Additionally, internal

marketing and communication should address the economic reliance on cruise tourism, emphasizing its positive impacts on the local community.

Efforts to divert tourists into Venice's quieter alleys have been primarily driven by the notion that alleviating congestion in the city's bustling center around Piazza San Marco and the Rialto would be beneficial (Davis & Marvin, 2004). However, these endeavors have proven largely ineffective. The tourist numbers have surged over the years, from an estimated ten million in 1990 to approximately twelve to fourteen million by the turn of the century. In 2022, approximately 3.2 million individuals lodged overnight in Venice's historic center, yet the city receives around 30 million annual visitors, predominantly day-trippers (Chrisafis, 2023). The number of tourist arrivals in Venice, including international and domestic visitors, increased sharply in 2023 over the previous year, recovering from the impact of the COVID-19 pandemic. Overall, total tourist arrivals in the city peaked at roughly 5.7 million in 2023 as shown in the Figure 3.2 (Tourist Arrivals in Venice 2023, 2024). The historic heart of Venice sees an influx of approximately 70,000–80,000 visitors daily, considering that the local population amount at 55,000 (Tattara, 2017). UNWTO projections indicate that the number of visitors to Venice will escalate from over 20 million to 38 million by 2025.

Figure 3.2: Number of tourist arrivals in Venice, Italy from 2003 to 2023



Source: *Statista* (2024)

Venice is currently at an advanced stage of tourism development, bearing the risk of declining. Rather than fostering social and economic progress, tourism has become an obstacle. It has

hastened social and economic stagnation, leading to frustration among residents and businesses operating within the city center. The number of people who visit Venice is incompatible with the needs of the city as a whole and it has become a serious issue not only among Venetians (van der Borg, 2017). In addition to that it must be considered the emergence of new forms of discomfort, the more common daily issues such as vandalism, crime, parking difficulties, traffic congestion, pollution, and the degradation of historical landmarks (Seraphin et al., 2018). These circumstances highlight the importance of not solely addressing Venice's tourism capacity in terms of ecological and physical limits caused by the influx of visitors. It's equally crucial to consider the perception and tolerance thresholds of the residents, particularly regarding socio-perceptive capacity (Baldin et al., 2024).

According to Caroli & Soriani (2017) halting the ongoing process of "venetianization" which consists in the adverse effects stemming from a significant increase in visitor numbers on the social, economic, and environmental fabric of urban areas (Van der Borg, 2017), isn't merely a desire of the Venetian elite to restrict the influx of mass tourists and maintain exclusive access to the old town. Instead, it forms a crucial component of a strategic urban plan aimed at revitalizing the city both economically and socially. This approach seeks to empower Venice to preserve its unique identity while also ensuring it remains an enriching destination for future visitors eager to explore this esteemed world heritage site. When visitor numbers exceed the destination's carrying capacity and day-tripper demand rises, negative impacts escalate, leading to economic deficits and further stimulating day-trip tourism while driving away residential tourists (Van der Borg, 2017). Without effective visitor management policies, this unsustainable pattern persists.

Venice authorities have initiated a pilot program for a long-discussed plan to implement fees for day-trippers visiting the city, aiming to manage tourist flows during peak seasons and alleviate the strain on infrastructure. The program, initially delayed due to logistical issues, officially started on January 16th, with an online payment platform becoming operational. Currently, the fee is applicable on selected days between April 25th and July 14th, charging 5 euros per person per day for day visits between 8:30 a.m. and 4 p.m., including travel to other islands in the lagoon. Hotel guests are required to register on the platform, exempting them from payment due to lodging fees included in their bills. The fee aims to regulate tourist flows and encourage visits on less crowded days, addressing concerns over Venice's environmental vulnerability and over-tourism (Venice Launches Entrance Tickets to Tackle Overtourism During Peak Weekends, 2024).

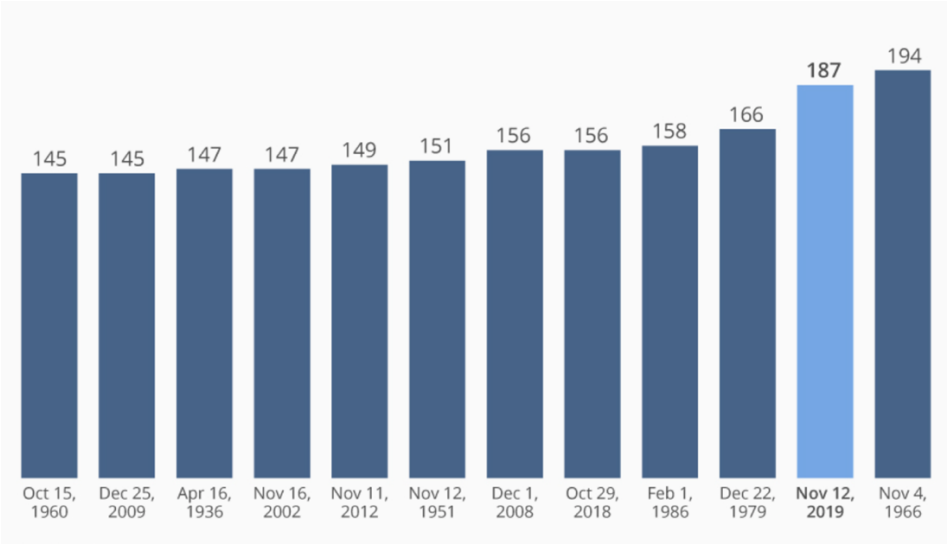
3.1.2 Risk of sinking and high tides

Will Venice one day have to cut itself off from the waters that are its lifeblood?

(Horowitz et al.,2023)

Climate change and weather uncertainty are becoming even more worrying and the threats for tourism destinations escalate, with sea level rising and an increase in extreme weather events negatively impacting both infrastructure and tourism demand. Venice stands as a prime example of these challenges. Its fragile ecosystem is increasingly vulnerable to flooding. Venice owes its existence to, and yet is constantly challenged by, the sea. Since its inception, water has served as both a shield and a peril. Venetians have perpetually struggle with maintaining a delicate equilibrium between the two forces (Horowitz et al., 2023). These flooding events threaten not only the artistic, cultural, and environmental heritage of Venice but also its economic assets. Extreme Sea Level (ESL) events in Venice have caused significant damage to the city's cultural and economic heritage over the years (Faranda et al., 2023). These events have led to the flooding of streets and buildings, damaging artworks, including the historic St. Mark's Basilica, as well as cultural landmarks and historic shops (Alberti et al., 2023). The city faces a significant risk of being overtaken by the sea. In a worst-case scenario, the city could be submerged by as early as 2100 (Phelan, 2022). Due to its low elevation relative to mean sea level, Venice has experienced occasional flooding from storm surges, known as Acqua alta in Italian, for centuries (Zanchettin et al., 2021) but over the past century, the frequency of these floods has steadily increased (Lionello et al., 2021) both for the local land reduction and the relative sea level rise driven by climate change (Lionello et al., 2021; Zanchettin et al., 2021). The past three years have witnessed some of Venice's most devastating Acqua Alta events. In November and December 2019, a series of storms resulted in five high tides exceeding 140 cm. They flood nearly 60% of the pedestrian walkways and submerge St. Mark's Square under 60 cm of water. The severe flooding event on 12 November 2019, which recorded the second-highest water level ever in Venice at 189 cm (Figure 3.3), surpassed only by the catastrophic flood of 1966, which reached 194 cm (Cavaleri et al., 2020; Ferrarin et al., 2021), emphasized the urgent need for an effective defense system. Climate change is indeed a primary driver of extreme flooding in Venice, which could become even more dangerous due to the projected rise in sea levels expected by the end of the 21st century (Alberti et al., 2023).

Figure 3.3: Venice Experiences Highest Tide in Over 50 Years



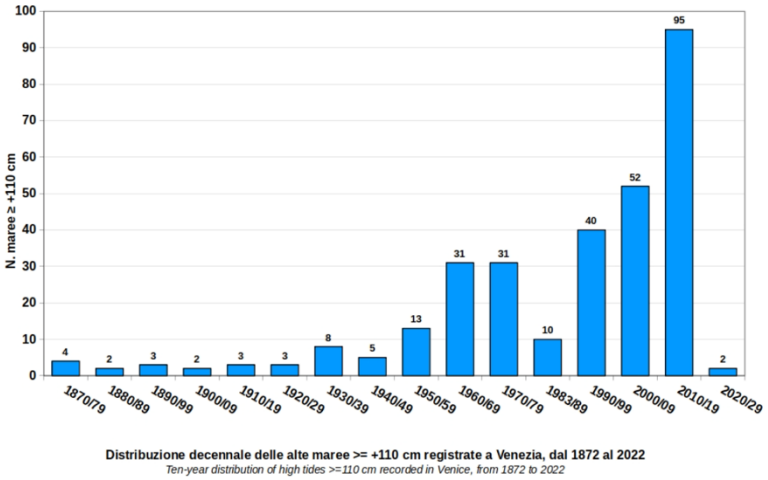
Source: Statista (2019)

To address these challenges and manage their impact, substantial investments have been made in safeguarding the city. This includes the planning and construction of flood barriers, various structural measures, operational forecasting systems, measurement networks, and research activities focused on extreme events (Barbano et al., 2012; Demarte et al., 2007). One of the key projects in combating high water flooding is the construction of mobile barriers known as MOSE (MOdulo Sperimentale Elettromeccanico, Experimental Electromechanical Module) at each lagoon inlet, which started in 2003 by the decision of the Italian government. The barriers are activated when the forecast tide exceeds 110 cm and allow to temporally isolate the lagoon from the Adriatic Sea. In non-risky periods, the barriers lay on the seabed while being filled with water. Once the sea level reaches the trigger point, the barriers are lifted by injecting compressed air into them to expel water, allowing them to rise above the surface and block incoming tides (Angelini et al., 2024; Umgiesser et al., 2021). Typically, the lagoon remains closed for approximately 5 hours, taking into consideration the time required for the entire lifting process (Angelini et al., 2024). In the Figure 3.4 it is evident that from 2020 when Mose system began to be operative, there is an important reduction in high tides.

According to the study conducted by Umgiesser (2020) the mobile barriers will effectively protect the city from moderate sea level rises, even with a high frequency of closures. While the mobile barriers may protect the city up to a sea level rise (SLR) of approximately 50 cm, the cost is significant, requiring an average of one barrier closure per day. Beyond this SLR threshold, more radical solutions will be necessary. The frequent closures may have significant effects on other different aspects such as temperature, salinity, and ecosystem impacts. Despite the high maintenance costs of the MOSE (approximately 63 million euros per year), it is evident

that additional measures are necessary to mitigate the impacts of climate change and protect this unique and valuable cultural heritage site (Faranda et al., 2023). Coordinated efforts from multiple stakeholders are essential: by collaborating, they can effectively reduce the risks posed by extreme events and ensure the long-term sustainability of Venice and its lagoon (Alberti et al., 2023).

Figure 3.4: Decadal Distribution of High Tides - High Tides >= +110 cm Recorded in Venice



Source: Città di Venezia (2023)

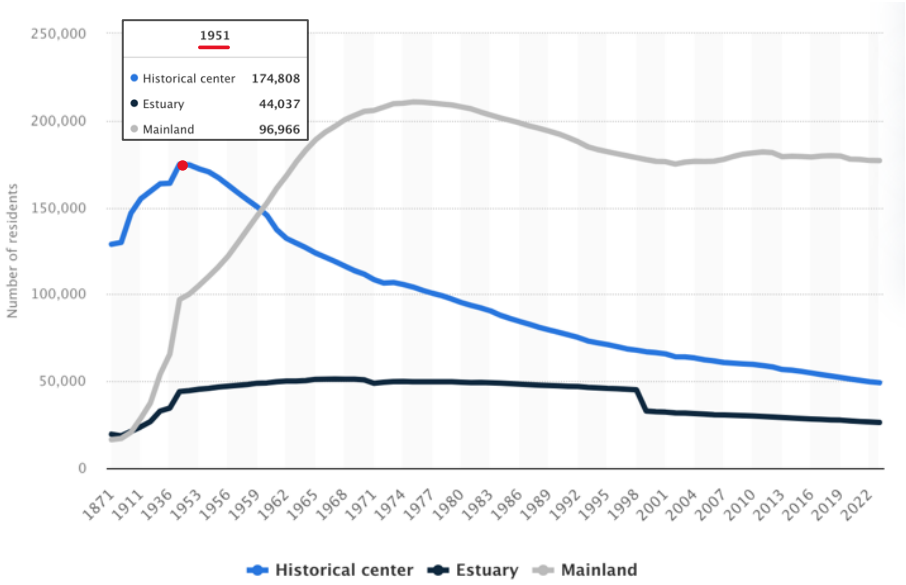
Since climate change is getting worse, Venice's challenges are expected to grow. Projected rises in shoreline erosion and water quality deterioration point out the urgent need to protect the city's natural and cultural heritage. Finding adaptive strategies that incorporate nature-based solutions, like bolstering coastal vegetation and instituting sustainable stormwater management systems, is imperative for enhancing Venice's resilience and survival ('Venice Climate Change Impact & Insights', 2024). Moreover, fostering collaboration among local communities, policymakers, and international organizations is essential for formulating comprehensive and impactful initiatives to tackle the multifaceted and interrelated climate challenges confronting the city. According to Settis (2014) if Venice were ever to die, it would primarily be due to a forgetfulness of itself. For a community in our time, forgetfulness of itself does not merely imply a 'forgetting of its own history', but it primarily signifies the lack of awareness of something increasingly necessary: the specific role of each city in relation to others, its uniqueness and diversity, virtues that no city in the world possesses as much as Venice. Just as every human being is characterized by what is unique to them, but can fully highlight and utilize it only in close comparison with the talents and experiences of others, so it is with cities: in the infinite variety of their historical events, urban forms, architectural languages, materials they

are built with, and the landscapes they inhabit, each city is unique, and as such, lived in and loved by its inhabitants. And it is on this heritage that it should build its own future. Through this reflection, responsibility is placed on all Italians, particularly Venetians who are already sensitive to and victims of the situation, as well as authorities who hold decision-making power (Trancoso González, 2018).

3.1.3 Depopulation

Venice is facing a pressing demographic challenge: while it continues to attract millions of tourists each year, its resident population has been steadily declining, particularly in its historic center. This phenomenon, often attributed to various socio-economic factors and the impacts of mass tourism, raises critical questions about the long-term sustainability and survival of one of the world's most famous cities. For 15 centuries, this area was the heart of the city's political, economic, and social life, but just after the second World War, in 1951, residents in the historic center of Venice were 174,808 (Figure 3.5) marking the highest population in its history. The influx included wartime refugees and post-war migrants seeking better economic conditions. Due to overcrowding and poor living conditions, with many families cohabiting, from 1952 on it started an exodus to mainland cities. Since then, there has been a significant decline, with the mainland surpassing the ancient settlement in population for the first time in 1960. Between 1921 and 1968, the mainland surpassed the historic city in population, growing from 31% to 55% of the total (Statista, 2024).

Figure 3.5: Total inhabitants in Venice by area 1871-2023



Source: Statista (2024)

During this first period of depopulation, we can say that people were driven by socioeconomic motivations fueled by overpopulated city, difficulties in finding job opportunities on the island, and poor housing conditions. On the contrary, the following period of decline can be attribute to the exponential growth of tourism which poses a significant threat not only to the preservation of both tangible and intangible heritage but also to the well-being of residents. They encounter physical, social, economic, and cultural challenges that deteriorate their quality of life (Bertocchi & Visentin, 2019). While housing conditions have improved compared to the 1950s, the rising prices make it increasingly challenging for residents to stay in the city each year. However, the primary issue with Venice's real estate market lies not only in the escalating housing costs but also in the limited availability of rental apartments for residents. This scarcity is intensified by tourism ventures which buy residential properties to convert them into commercial and tourist establishments (Milano, 2017). Another significant factor contributing to the ongoing depopulation in this period is the reduction or absence of essential services for city residents, including parks, public libraries, and grocery stores. The term "Venice Syndrome" (Pichler, 2012) is frequently employed to describe the phenomena of tourism saturation and the migration of residents to neighboring urban areas (Milano, 2017). According to Milano (2017) from 2001 to 2015, the population of Venice's historic center, the city's most frequented area, decreased by 10,000 residents. While the city empties out, rich and famous people descend upon it, ready to buy a house at exorbitant prices as a status symbol (Settis, 2014). This population transfer disrupts the market, creating a price system that drives out Venetians from their city. Meanwhile, 25-30 million tourists swarm the streets and canals of Venice every year, compared to a maximum 'carrying capacity' of 12 million (Tattara, 2017): in other words, for every person who permanently resides in Venice, there are approximately 600 transient visitors. This devastating disproportion profoundly alters the demographics and economy (Settis, 2014).

Since the early 2000s, with the rise of mass tourism in Venice, resident organizations have consistently shown their discontent against an uncontrollable phenomenon. Their frustration is primarily aimed not at the tourists themselves but rather at the politicians and authorities who fail to ensure even the most basic services for those who lives in the historic district, such as schools, grocery stores, and healthcare facilities. (*Venice Population. The Real Reason Why the Venetians Leave.*, 2019). The interplay between tourism pressures and depopulation in Venice forms a complex and deeply entrenched issue, with tourism serving as just one of several socio-economic factors contributing to the decline of the historic center (Zanini, 2017). Without the commitment of residents to remain and carry on their traditions, the cultural transmission in

Venice risks stagnation, reducing the city to little more than an "open-air museum" showcasing its monumental and distinctive architecture. Historically, Venice has not felt the need to innovate, relying on its reputation alone, and Venetians have utilized their cultural assets as if they were timeless and inexhaustible. However, it appears that insufficient attention has been given to the intangible elements vital for maintaining a vibrant city (Zanini, 2017). The issue of Venice's tourism capacity must encompass not only ecological and physical thresholds, but it should consider the perception and tolerance levels of residents which can be altered due environmental and cultural degradation or make them feel excluded due to tourism (Baldin et al., 2024). Similarly, psychological capacity, where residents no longer feel comfortable in their own city, leading to changes in habits, is a phenomenon that cannot be ignored anymore (Mowforth & Munt, 2015). Addressing these aspects is essential for sustainable tourism management in Venice.

According to the report on the state of conservation of properties inscribed on the world heritage list (UNESCO World Heritage, 2023), the committee expresses regret over the limited progress made in addressing persistent issues related to mass tourism, development projects, and climate change in Venice and recommends designating Venice as endangered due to the combined impacts of human-induced and natural changes, including sea level rise and extreme weather events. These factors have led to deterioration and damage to buildings and urban areas, undermining the cultural and social identity of the property and threatening its overall integrity. Consequently, Venice and its Lagoon are deemed to be in danger from both individual threats and their cumulative impacts. While some issues have been temporarily addressed, many remain unresolved and pose ongoing threats to the Outstanding Universal Value of the site. For this reason, in accordance with operational guidelines, Venice is now listed as a World Heritage site in Danger. The committee urges the State Party to collaborate with local, national, and international stakeholders to address these challenges effectively and sustainably.

3.2 Impact of touristification on quality of life (QOL)

Touristification involves the rapid and intense expansion of tourism in a specific area, leading to significant changes within a short period. In Venice, this process dates back to the 1950s, marking a shift from the industrial model to a service-based economy centered around tourism. The urban fabric of Venice has undergone significant changes, with former industrial zones transformed into tourist hubs. Historic industrial buildings have been repurposed into hotels, shops, and schools, leveraging their architectural value for tourism (Cepeda Guedea, 2021). The COVID-19 pandemic temporarily slows down the disruption caused by touristification, which

affects housing markets, cultural expressions, public spaces, and the environment. However, these disruptions are re-emerging, and the major tourist destinations should find a balance between touristification and urban processes like the renovation of the built environment and the gentrification of people and retail spaces (Jover & Barrero-Rescalvo, 2023). Gentrification transforms neighborhoods to cater to the socially privileged, replacing lower-income population with wealthier residents whereas touristification converts these areas into exclusive tourist and commercial zones, often leaving them sparsely inhabited due to the loss of permanent residents. Unlike gentrification, which is driven by the middle classes, touristification is caused by the influx of tourists to attractive sites (Kim et al., 2021). A significant surge in tourism can lead to displacement, conflicts over the use of public spaces and urban facilities, and nuisances like high noise and light pollution levels, rendering these areas undesirable for residents (Jover & Díaz-Parra, 2020). According to Cocola-Gant et al. (2020) touristification can be conceived as a scenario where tourism dominates the urban space, making long-term residential life difficult for all segments of the population, particularly low-income working-class residents. Overall, tourism and gentrification work together (Freytag & Bauder, 2018) to transform urban spaces into privileged areas, impacting housing dynamics and neighborhood life in a negative way.

Tourism's impact on overall quality of life (QOL) has garnered increasing attention, as both tourists' and residents' QOL are influenced by various life domains (Kim et al., 2021). According to the study conducted by Kim et al. (2021) touristification impacts residents' QOL according to four different dimensions: economic, community, emotional, and health/safety. According to Andereck & Nyaupane (2011) the perception of tourism's economic role is significantly influenced by the amount of contact residents have with tourists, so frequent interaction with tourists leads to a more positive view of tourism, particularly among those who personally benefit from it. Residents who see economic advantages from tourism are more likely to support tourism development in their community. This aligns with the social exchange theory, which links personal economic benefit to positive attitudes toward tourism. Several studies indicate that residents often perceive the economic impacts of tourism positively while holding a negative view of certain sociocultural and environmental aspects (Andriotis, 2005; Andereck et al., 2005; (Diedrich & García-Buades, 2009). However, there is no consensus on the factors influencing residents' attitudes toward tourism, with conflicting findings regarding variables such as proximity to tourist areas and socio-demographic factors. Models and theories attempting to predict resident attitudes toward tourism have faced challenges and yielded contradictory results, likely due to unique population characteristics in different destinations (Almeida García et al., 2015). The localized nature of tourism impacts suggests that each

destination's specific context shapes residents' perceptions and responses to tourism. Glocalization, according to Ryan & Gu (2012), emerges as the long-term response to globalization in tourism. For tourism to work well for tourists, vendors, and communities alike, residents must be supportive, thus, it is crucial to understand the well-being of residents at the tourism destination, since their lives are affected by tourism development and activities (Lee & Jan 2019). The study conducted by Woo et al. (2022) confirms that community touristification has significant negative impacts on residents' satisfaction with community life, attributed to issues like noise, waste disposal, and environmental damage caused by tourism. This negatively affects residents' support for further tourism development. This finding is supported by the Tourism Area Life Cycle model (Butler, 1980), which states that locals are subject to an array of positive and negative effects as the number of tourists increases, but past a certain point, the negative impacts on locals' lives outweigh the positive impacts (Uysal et al., 2012). The study also finds no significant relationship between economic touristification and residents' satisfaction with economic life or support for tourism development. This might be due to many residents not directly working in the tourism industry, or stable housing and rental prices due to established destination policies (Woo et al., 2022).

While tourism contributes significantly to Venice's economy and job creation, the preservation of the city's cultural and architectural heritage must take precedence. Balancing the economic benefits of tourism with the need to safeguard Venice's identity and livability remains a pressing concern (Cepeda Guedea, 2021). Tourism is experiencing significant growth, however, this surge in international tourism is causing growing annoyance among residents in urban destinations, highlighting the need for proper management of visitor flows to prevent worsening conditions (Postma & Schmuecker, 2017).

The impact of touristification on the quality of life (QOL) of residents in destinations like Venice is complex. Managing tourist flows is crucial to prevent exacerbating issues in urban destinations and maintain residents' QOL. Achieving sustainable tourism offers an opportunity for stakeholders to prioritize long-term benefits for local communities while maintaining quality of life for future generations. It should consistently provide positive impacts on local communities, governments, and investors, both presently and in the future, fostering a symbiotic relationship between tourists, vendors, communities, and residents. Considering what has been said above, it is imperative for all tourism stakeholders to prioritize sustainable development principles (Amerta et al., 2018).

3.2 VeniSIA - Venice Sustainability Innovation Accelerator

"Back to unique origins, into a universal future."

VeniSia

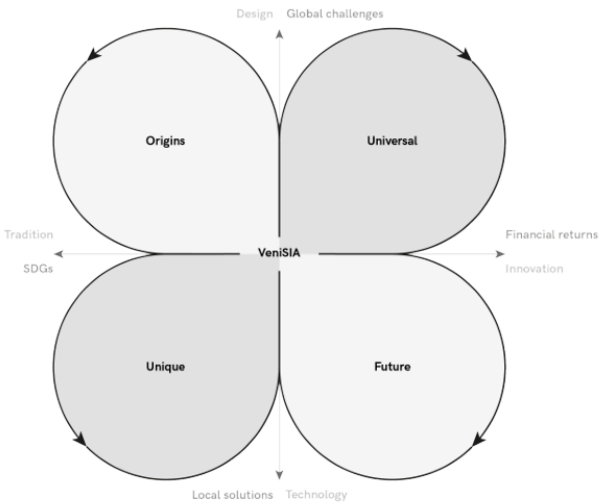
The exceptional floods in 2019 and the initial waves of the COVID-19 pandemic posed significant challenges to Venice, a city that is constantly struggling with an ongoing decay crisis. However, the university Ca' Foscari emerged as a moral advocate, regulatory authority, and catalyst for advancing the common good. VeniSIA project emerged as a strategic response, aiming to transform the adversity posed by the city's second-worst flood crisis proposing innovative approaches to enhance the city's sustainability, and sparking a fresh movement dedicated to reshaping the perception of urban decay (Massaro et al., 2022).

VeniSIA, situated in Venice, serves as a hub for advancing sustainability innovation. Its focus lies in nurturing business concepts and technological advancements capable of tackling climate change and environmental issues. VeniSIA's goal is to attract institutions, companies and individuals who share the belief that it is the perfect background to provide ideas and solutions for those sustainable development challenges that are applicable to Venice fragile and unique environmental ecosystem, and yet scalable, to the benefit of the whole planet. Ultimately, VeniSIA aspires not merely to establish an accelerator within Venice but to transform Venice itself into a catalyst for accelerating sustainability initiatives worldwide. Venice emerges as an ideal environment for testing and implementing innovative and sustainable ideas. VeniSIA's approach involves attracting individuals from around the globe, each bringing different visions, cultures, and technologies. These creative minds converge in Venice with the goal of experiencing its unique environment and developing innovative prototypes. The real challenge, however, lies in connecting this initiative with the surrounding region's expertise. The aim is to test and refine prototypes in Venice, then leverage local skills to successfully launch them to market. VeniSIA's ambition is twofold: to transform Venice into a hub of attraction where the flow of global ideas synergizes with local businesses, creating mutual benefits, fostering innovation, generating economic opportunities, and preserving Venice's unique identity (VeniSIA Accelerator, 2022). Despite its significant environmental and social sustainability challenges, Venice can become the ideal place to develop local solutions for global issues, in fact it could be conceived as an ideal "living lab" where new solutions and approaches are experimented with and tested (City Vision, 2022). Its compact size makes it easy to test innovative ideas and assess their feasibility. If a particular solution proves successful, the city could become an international showroom, sharing best practices worldwide (VeniSIA

Accelerator, 2022). VeniSIA tackles Venice's sustainable development goals (SDGs) through an acceleration process utilizing the Deep Tech approach where established companies identify their main sustainable development challenges, corporate labs and startups create innovative business ideas and technological solutions, master's students secure internships within these corporate labs, additional independent smart workers move to Venice, enjoying its unique living and working environment and successful sustainability innovation projects from startups receive support to promote their commercial opportunities to international investors and venture capitalists (VCs), unlocking their potential.

A butterfly effect framework can be used to justify the location of an environmental SDG-driven start-up accelerator in Venice. Venice's unique environment offers an ideal setting for developing and testing local solutions to global challenges. The city's small size and significant sustainable development issues make it a perfect "in vivo" testing ground. Successfully tested local solutions in Venice can be scaled globally, attracting investments and creating a virtuous cycle of financial returns and sustainable development. Venice's appeal can attract top talent and major investors, fostering a vibrant community of innovators. Innovation, both in technology and business models, is essential for meeting environmental SDGs. Concerning time rationale, Venice's rich history makes it a fertile ground for creating new meanings and messages that resonate globally. The city's longstanding resilience and current struggles with environmental threats underscore the global responsibility to ensure its future. Venice's tradition of adaptation can inspire worldwide innovation, further perpetuating a cycle of sustainability (Venisia White Paper).

Figure 3.6: butterfly effect framework – the quadrilobe



Source: VeniSia

VeniSIA supports startups and companies in using Deep Tech to develop sustainability solutions through various programs:

- Co-Innovation Program on Climate Change & Circular Economy: scouts innovative business ideas and technology solutions to address sustainability challenges faced by Corporate Partners. Then, it develops a Proof-of-Concepts (POCs) which consists of a 12-month experience aimed at finding the ideal business or technological match and fostering long-term partnerships. In the end participants gain international visibility through networking events like Innovation Camps and Demo Days, connecting with stakeholders and potential investors via VeniSIA's global network.
- ARGO: VeniSIA and Ca' Foscari University of Venice operate ARGO, the Tourism and Travel Tech Accelerator, part of CDP Cassa Depositi e Prestiti's "Rete Nazionale Acceleratori." The three-year program is managed by LVenture Group and aims to enhance sustainability in tourism and hospitality, positioning Venice as a leader in algorithmic tourism.
- Future Farming: funded by NextGenerationUE, it is a fully Italian project that merges vertical farming and precision fermenting. It is a collaboration between Ca' Foscari University of Venice and ZERO, with a support of other universities from north-east Italy. It focuses on generating rather than exploiting resources, producing organic and inorganic matter at the atomic level. It consists of growing crops in vertically stacked, controlled environments to maximize yields and minimize inputs.
- iNest: is a new innovative ecosystem model that connects universities, public research institutions, territorial institutions and companies. iNEST's ecosystem is active in technology specialization areas which are coherent with territorial industrial & research missions, and promote and strengthen collaboration, improves research outcomes, and supports technology transfer and digital transformation, with a focus on sustainability and social impact (iNEST – Interconnected Nord-Est Innovation Ecosystem, n.d.).

VeniSIA addresses Venice's resident population decline due to overtourism and high living costs. It promotes environmental innovation, delivers social and economic benefits, and retains residents, thereby enhancing the city's cultural value. VeniSIA aims to develop and test a diverse range of sustainability ideas in Venice to foster startup growth and positive outcomes. VeniSIA aspires to be a leading ecosystem for sustainable innovation, uniting global efforts to address climate change and other sustainability challenges. Its goal is to transform Venice into the

"oldest city of the future" by attracting talented residents for long-term stays and fostering next-generation commercial and industrial programs.

3.2.1 The project: Venice Rebels

"Venice Rebels" is an initiative launched by VeniSIA in collaboration with Crafted and 25 IUSVE students. It is much more than a project; it is a rallying cry to save Venice from environmental, demographic, and cultural threats. Through innovative communication strategies employed by the selected students, Venice Rebels aims to capture the attention of prominent figures in business, entertainment, art, sports, politics, and social spheres. The goal is to raise awareness about the urgent need to preserve and revitalize this historical gem, maximizing the power of social media and networking. The mission is clear: save Venice and attract vital investments to ensure its future. Alongside addressing environmental, demographic, and cultural challenges, Venice Rebels is committed to promoting long-term sustainable development for the lagoon city.

"Venice Rebels" is not just a project but an open invitation to all who believe in change and concrete action. It aims to promote sustainability and innovation in Venice, focusing on using social media and digital technologies to engage Generation Z and raise awareness on critical issues such as sustainability, cultural heritage conservation, and the environmental challenges Venice faces. The main objectives are:

- Promote Awareness: Venice Rebels seeks to educate young people about the issues facing Venice, using digital platforms to spread key messages and useful information.
- Encourage Active Engagement: The project motivates young people to actively participate in local initiatives, events, and campaigns that promote sustainability and protect Venice.
- Create a community: One of the goals is to build a community of active and aware young individuals who can collaborate and support each other in sustainability initiatives.

4 METHODOLOGY

Following the conceptualization of the theoretical framework, this chapter presents the research methodology, which encompasses the following elements: research design, questionnaire's structure, data collection and synthesis of the results. After revising the already existing literature, to investigate the factors influencing the perception of Venice and the decision-making process for choosing it as a place to live, a questionnaire has been administered over a period of approximately 30 days, targeting a diverse sample of respondents. Participants have than been categorized into different generational cohorts, including Generation X, Millennials, and Generation Z. This stratification ensures that the data collected is representative of varying age groups and life stages. The questions also served as a direct and indirect source of additional cognitive elements, such as understand how different generations perceive Venice, identify the key factors that influence the choice of Venice as a place to live and compare the perceptions and influencing factors across generational cohorts.

The preceding discussion from the literature led to the development of the following hypotheses:

H1: Venice is appreciated for its history and cultural heritage

H2: Residents perceive the negative impact of tourism and the need for a more sustainable tourism

H3: Residents perception of Venice is not good enough to attract people, especially young generations despite the fact of the various job opportunities

H4: Many people are not aware of the problems Venice in facing such as depopulation and touristification

4.1 Research design

In this study to evaluate the urban Quality of Life (QoL) factors and the perception of the city of Venice, the "Quantitative Research Method" has been utilized. According to Kothari (2004), research methods vary based on the nature and purpose of the study, including factors such as research methodology, the investigated problem, and motivation. The primary goal of this method is to gather digital data from a sample group and generalize the results to a larger population to explain phenomena objectively. Therefore, this approach provides digital data on personality characteristics and consumer behaviour, offering deeper insights into the topic of social responsibility among Generation Z. One commonly used quantitative research technique is the survey. The questions were designed to gather relevant information on attitudes, intentions, motivations, and demographic characteristics. Further details about the research

method are discussed in the subsequent sections of this thesis. This survey is designed to explore the perceptions and opinions of individuals regarding Venice as a place to live and visit. The scope is to provide valuable insights into how Venice is perceived by different groups of people and make some considerations about the possible actions that can be taken regarding urban planning, tourism management, and policymaking to enhance the quality of life for residents and visitors alike. The quantitative data foundational to this research was collected via an online survey conducted both in English and in Italian using Google Forms. The survey has been distributed through social media platforms and community networks. A mixed-methods approach will be employed, combining both qualitative and quantitative data collection techniques to ensure comprehensive insights.

4.2 Questionnaire's structure

The questionnaire consisted of 22 questions, organized into 3 different categories:

- Section 1 - Demographic Information: to ensure the data collected is comprehensive and representative, some demographic information has been asked: 5 items covering place of origin, age, sex, educational background, current occupational situation and average household income.
- Section 2 - General Information and perception about Venice: in this section, the scope is to gather basic information about the connection of various respondents to Venice, including whether they have lived in or visited the city aiming to understand the overall perception of Venice and identify the aspects of the city that are the most appealing. The evaluation of different aspects impacting quality of life such as employment opportunities, housing, safety, public transportation, and cleanliness, as well as the city's overall sustainability as a tourist destination will be assessed. Since tourism plays a significant role in Venice's economy and environment, the positive and negative impacts of tourism on the city are analysed. The responses should help to understand how tourism affects local life and the city's sustainability.
- Section 3 - Job/career opportunities in Venice and factors influencing a city to live in: this section focuses on factors influencing the decision of respondents when considering an employment opportunity and the willingness to live or work in Venice. They have been asked to rate the importance of various factors such as job compatibility, salary, location, and professional development opportunities.

This structured approach ensures comprehensive and representative data collection, providing a solid foundation for the master's thesis and contributing to a deeper understanding of the factors that shape the choice of Venice as a place to live.

4.3 Data collection and synthesis of the results

This chapter aims to analyse the data collected from the survey, presenting and discussing all the obtained results. The primary data will be examined in conjunction with the literature review defined earlier. The main scope of the survey was to investigate about the different perceptions of the city of Venice among different generations and what are the main drivers that can attract people to live in a city to understand how to limit e partially solve the problem of the depopulation on Venice. To gain more data and insights regarding the perception of Venice, I distributed a survey that targeted individuals who have both lived in Venice and/or visited it. This survey received 109 responses. Demographic data was also collected and are summarized in the Table 4.1: the survey data highlights a youthful, predominantly Italian respondent base with a diverse educational background that with a prevalence of students. This demographic profile can provide valuable insights regarding Generation Z but may also suggest a need to consider the specific perspectives and limitations inherent to this group when interpreting the survey results.

Table 4.1: demographic information

Variables	Category	Frequency	%
Country of origin	Italy	108	99,1%
	Albania	1	0,9%
Generational cohorts	Generation X (1965-1980)	16	14,7%
	Generation Y (1981-1996)	14	12,8%
	Generation Z (1997-2012)	79	72,5%
Gender	Female	60	55,0%
	Male	49	45,0%
Level of education	Middle school	41	37,6%
	High school	28	25,7%
	Bachelor's degree	27	24,8%

	Master's degree	10	9,2%
	PhD	3	2,8%
Occupational status	Employed	39	35,8%
	Unemployed	3	2,8%
	Not employed and not seeking employment	4	3,7%
	Student	63	57,8%
Household income	€ 0 - € 19,999	13	11,9%
	€ 20,000 - € 39,999	29	26,6%
	€ 40,000 - €59,999	9	8,3%
	€ 60,000 - € 79,999	5	4,6%
	More than € 90,000	4	3,7%
	Prefer not to answer	49	45,0%

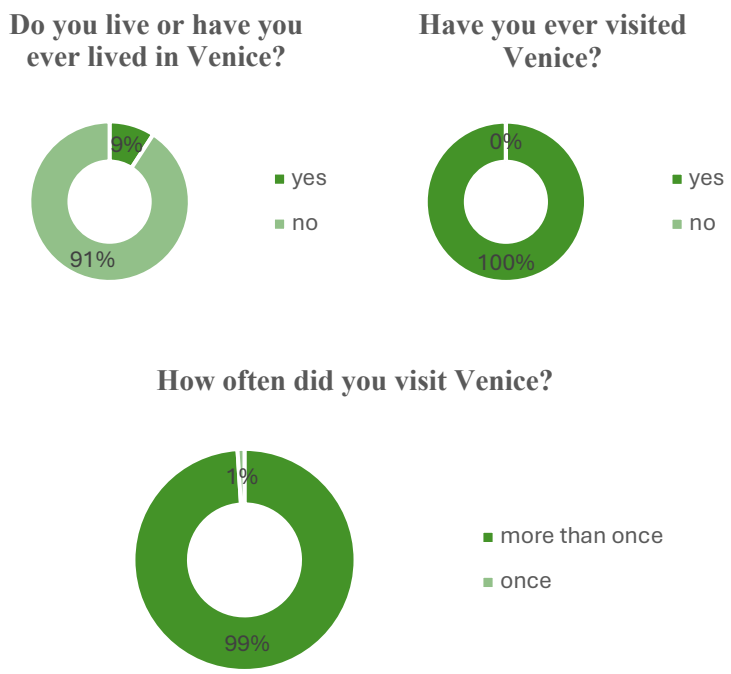
Source: created by the author

The overwhelming majority of respondents are Italian (99.1%), indicating a highly homogeneous sample in terms of nationality. A significant proportion of the respondents belong to Generation Z (72.5%), with smaller representations from Generation X (14.7%) and Generation Y (12.8%). This could imply that the survey has resonated more with younger individuals and was distributed in environments where Generation Z is more prevalent, such as social medias. As regarding the gender distribution is relatively balanced, with a slight majority of female respondents (55.0%) compared to male respondents (45.0%). Respondents have a diverse range of educational backgrounds. The largest group has a middle school education (37.6%), followed by high school graduates (25.7%), bachelor's degree holders (24.8%), master's degree holders (9.2%), and a small number of PhD holders (2.8%). Therefore, the largest occupational status category is students (57.8%), which aligns with the high proportion of Generation Z respondents. This suggests that many participants are likely still in their educational journey. The household income distribution shows that a significant portion of respondents either prefer not to disclose their income (45.0%) or fall into the lower to middle-income brackets (€0 - €39,999). Only a small percentage report incomes above €60,000. This may reflect the economic realities of younger individuals or students who may not yet have high earning potential. In conclusion with a diverse and representative sample, this survey

provides valuable insights into the perception of Venice, complementing existing research and supporting broader discussions about the city's global reputation and visitor experiences.

As shown in the Figure 4.1, 91% of the respondents have never lived in Venice, with only a small fraction (9%) that have lived in the city, indicating that most opinions are likely from visitors or those who have not resided in Venice. Despite that, every respondent has visited Venice at least once. This complete affirmative response indicates that all participants have firsthand experience of the city, which is crucial for gathering informed opinions about various aspects of Venice. Nearly all respondents (99%) have visited Venice more than once. This high frequency of visits suggests that most participants are familiar with the city and have had multiple experiences there, which can provide a richer and more nuanced perspective in their feedback.

Figure 4.1: respondents' connections to Venice

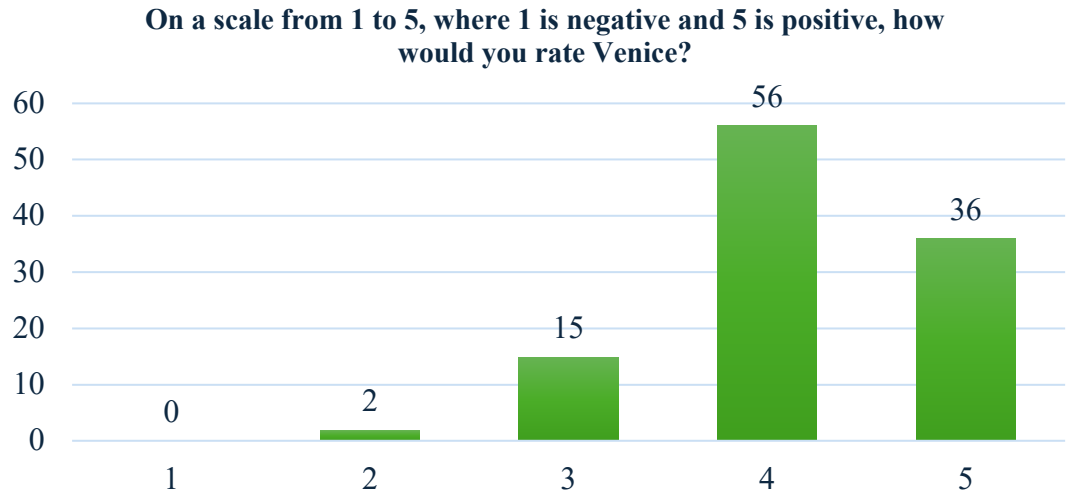


Source: created by the author

The graph reported in Figure 4.2 presents respondents' ratings of Venice on a scale from 1 to 5, where 1 is negative and 5 is positive. No respondents rated Venice as completely negative, indicating that the city is generally not viewed in an entirely negative light by any participant. A moderate number of people rated Venice with a neutral score of 3, indicating a balanced perception that sees both positive and negative aspects. Most of the respondents (92 respondents) rated Venice with a 4 or a 5, indicating that most people view Venice positively. The data suggests that Venice is widely regarded as a positive place to visit, with most participants expressing a favorable opinion. These results can be useful for understanding the overall

satisfaction with Venice and can help in identifying areas where perceptions are highly positive and where there might be opportunities for improvement.

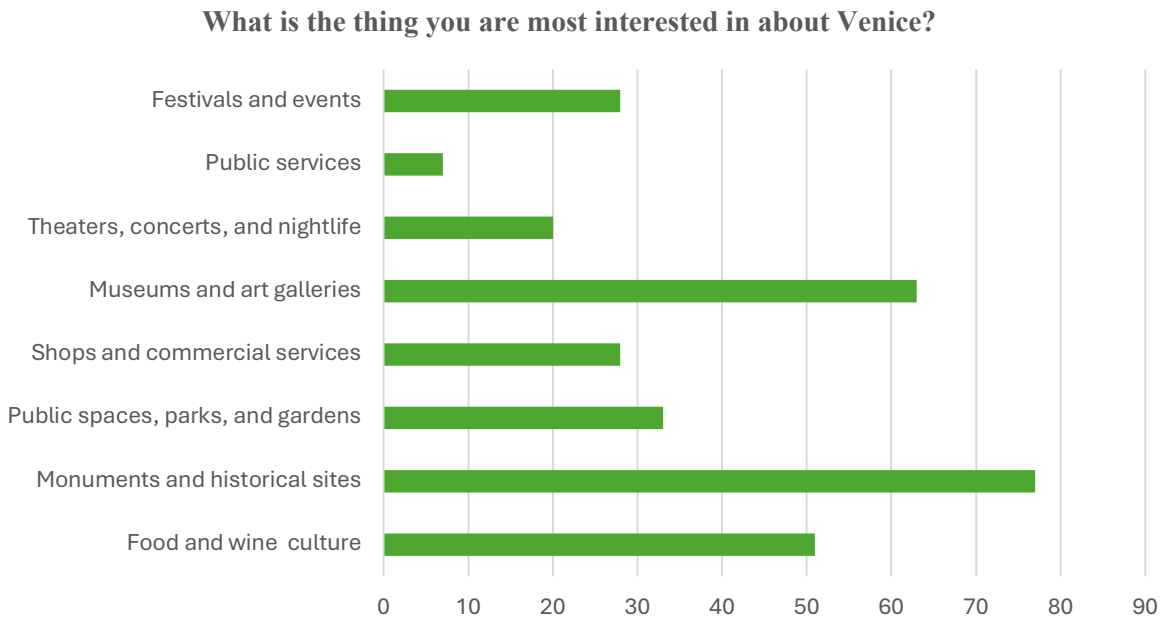
Figure 4.2: evaluation of Venice



Source: created by the author

The city of Venice is mostly appreciated for its architectural wonders and artistic treasures. It's clear that a significant number of respondents are drawn to the city's rich historical and cultural heritage, as evidenced by the high number of selections for "Monuments and historical sites" and "Museums and art galleries". Additionally, the interest in "Food and wine culture" suggests that many visitors are keen on experiencing Venice's culinary delights, reflecting the city's reputation for offering unique and delicious cuisine.

Figure 4.3: Venice's points of interests



Source: created by the author

Figure 4.3 illustrates the responses to the question: "What are the first three words that come to your mind when you think about Venice?" This question offers the possibility to discover the immediate associations and perceptions individuals have with the iconic city of Venice. By analyzing the most cited words, we can gain valuable insights into the collective impressions and imagery evoked by Venice among respondents.

Figure 4.4: What are the first three words that come to your mind when you think about Venice?

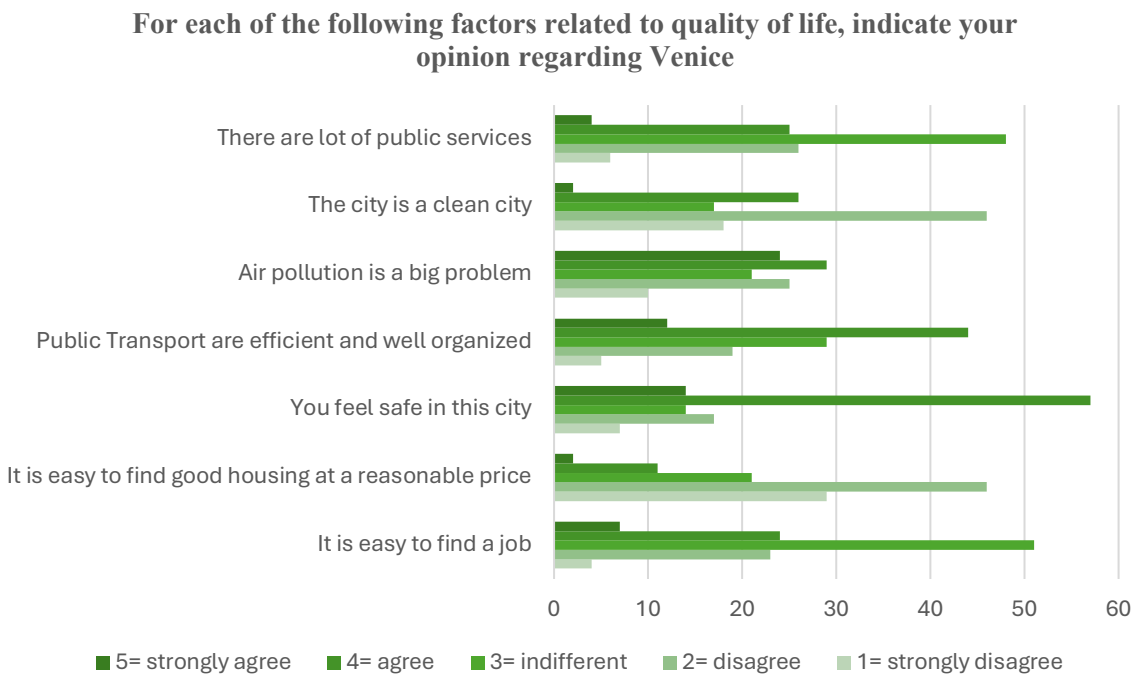
Source: created by the author

The image is a word cloud that highlights various terms associated with Venice. Prominent words include "history," "water," "gondola," "bridges," "beautiful," and "San Marco," indicating the rich historical and cultural significance, picturesque canals, and iconic landmarks of the city. Other notable terms like "art," "carnival," "lagoon," "tourists," and "unique" further emphasize the diverse and vibrant aspects of Venice, from its artistic heritage and famous festivals to its unique geographical features and popularity as a tourist destination. The word cloud vividly captures the multifaceted nature of Venice, illustrating its allure and charm that are also confirmed in the previous answers.

To better understand the evaluation and perception of the city, in this study, quality of Life (QoL) factors and tourism impact were also analyzed. Livability and urban Quality of Life (QoL) are crucial indicators for the sustainable development of cities. Various scientific and institutional studies have established principles to enhance urban QoL. According to Wish (1986), urban QoL is defined as the relationship between individual perceptions and feelings, and their experiences within their living spaces. Factors influencing QoL include economic vitality, sense of place,

cultural activities, quality housing, access to essential services, social organizations, sustainable environments, security, and privacy (Wish, 1986). Since the 1980s, urban QoL studies have increasingly focused on defining and measuring objective and subjective indicators. Objective indicators are economic and social metrics derived from institutional reports and statistics, beneficial for planners and economists at regional, city, and environmental levels (Lim et al., 1999). Subjective indicators, on the other hand, are obtained from surveys and research reports assessing urban inhabitants' perceptions and satisfaction (Senlier et al., 2009). According to the study conducted by Senlier et al. (2009) quality of life factors can be evaluated using subjective indicators, measured satisfaction levels related to urban QoL from various perspectives. These perspectives include employment opportunities, housing costs, urban safety, cleanliness, satisfaction with public transport, air quality, and the integration of inhabitants. By addressing these research questions, the study aims to provide a comprehensive understanding of the general information and perceptions about Venice, focusing on factors that influence the quality of life and the sustainability of tourism in the city. The graph in the Figure 4.5 presents opinions on various factors related to the quality of life in Venice. The respondents were asked to indicate their level of agreement: "strongly agree," "agree," "indifferent," "disagree," and "strongly disagree" with several statements.

Figure 4.5: analysis of quality of life factors



Source: created by the author

A significant number of respondents agree or strongly agree that there are many public services, but a considerable portion remains indifferent or disagrees. Many respondents agree or strongly agree that public transport is efficient and well-organized, with fewer people expressing indifference or disagreement.

While a substantial number of respondents agree that the city is clean, there's a considerable amount of disagreement as well, indicating divided perceptions on this issue. Opinions are varied regarding air pollution being a big problem. There is a significant proportion of agreement, but also a good number of respondents who are indifferent or disagree. The majority of respondents express a general sense of safety but on the other hand there is a clear concern regarding finding good housing at a reasonable price. A significant portion of respondents disagree or strongly disagree with the statement, suggesting that affordable housing is a major issue. Finding a job appears to be a contentious issue. A large number of respondents disagree or strongly disagree that it is easy to find a job, reflecting concerns about employment opportunities in Venice.

Summing up, public transport efficiency and safety in the city are viewed positively but opinions are more divided on public services, city cleanliness, and air pollution. What is clear is that housing affordability and job availability are perceived negatively, indicating these as key areas of concern for residents regarding the quality of life in Venice. This data can be useful for policymakers and city planners in Venice to address the areas of concern and improve overall quality of life. According to the study conducted by Yayla et al., 2023 when the overall impacts of tourism are positive, residents' quality of life (QOL) improves, which in turn positively influences their attitudes toward tourism initiatives. It also highlights several key relationships: QOL may be a significant push factor for community commitment, which can subsequently foster support for further tourism development. This supports the prediction that high economic benefits from tourism lead to positive perceptions of its social and environmental effects. Secondly, communication with tourists might moderate the connections between QOL, community commitment, and tourism support. The findings indicate that as perceptions of tourism's positive effects rise, opinions about QOL become more favorable. Notably, QOL enhances both tourism support and community commitment. Furthermore, community commitment mediates the relationship between QOL and attitudes towards tourism development. Lastly, community commitment boosts support for tourism, with this effect being stronger among residents who interact more with tourists. Studies conducted by Ko & Stewart (2002) indicate a positive relationship between personal benefits from tourism and favorable perceptions of its impacts. Perdue et al. (1990) developed a model to examine the relationship

between residents' perceptions of tourism impacts and their support for tourism. They hypothesized links between local perceptions of tourism impacts, support for further tourism development, restrictions on tourism, and support for tourism taxes. Their findings showed that, when controlling for personal benefits, perceptions of impacts were unrelated to socio-demographic characteristics. According to the study conducted by Jeonglyeol Lee et al. (2007) Earlier studies (Jeonglyeol Lee et al. 2007; Madrigal, 1995) have suggested items that can be used for assessing residents' perceptions of tourism impacts as reported in the Figure 4.6. The following graph presents residents' opinions on various impacts of tourism in Venice, categorized into five levels of agreement: "strongly agree," "agree," "indifferent," "disagree," and "strongly disagree."

Figure 4.6: tourism impact

Source: created by the author

Asking the agreement about the proposed statements can help to understand the dual role of tourism as both an economic return and an environmental challenge, and its effects on local life. Majority of the respondents disagreed or strongly disagreed that tourism does not unfairly increase property prices, so people are aware of the negative impact of tourism. Most residents disagreed or strongly disagreed that tourism does not increase crime, suggesting a general

perception that tourism may increase crime rates. The majority agreed or strongly agreed that tourism leads to more litter in the streets, showing a strong perception that tourism increases litter. Opinions were divided on whether tourism contributes to natural environment preservation. A considerable number of residents disagreed or were indifferent, but there were also many who agreed and a smaller number who strongly agreed or strongly disagreed. Many residents strongly agreed or agreed that tourism development provides good jobs for residents, indicating a general positive perception of tourism's impact on local employment. A significant number of residents strongly agreed or agreed that increasing the number of tourists improves the local economy, reflecting a strong belief in the economic benefits of tourism.

Overall, the graph illustrates a mix of positive and negative perceptions of tourism in Venice. While residents acknowledge the economic and employment benefits, they also express concerns about increased property prices, crime, and litter.

After having understand the general perception of respondents about Venice, it's crucial to have a look at the importance given to specific factors regarding job/career opportunities and those that influence the city in which to live in to gain insights about possible solution to the problems of Venice afore mentioned.

Table 4.2: evaluation of job opportunities and factors impacting the choice of the city to live in

	not important at all	**slightly important**	**indifferent**	**important**	**very important**
Job opportunities					
Compatibility with family life	4	4	13	54	34
Autonomy and independence	3	2	4	56	44
Good salary	2	4	2	48	53
Interest in the field	2	4	7	50	46
Location	3	4	17	57	28
Personal values	2	4	16	55	32
Professional development opportunities	3	3	6	47	50
Proximity to home	5	10	38	39	17
Choice of the city to live in					
Job opportunities	2	4	3	52	48

Access to healthcare facilities	3	3	9	45	49
Safety/Low crime rates	1	3	12	52	41
Diverse and tolerant population	5	8	41	40	15
Quality of public transportation	0	5	16	62	26
Proximity to family/friends	3	8	33	39	26
Cost of living	2	2	8	56	41
Presence of green spaces	3	6	22	46	32
Access to cultural events and services	3	14	29	42	21
Climate/Weather	5	4	33	40	27

Source: created by the author

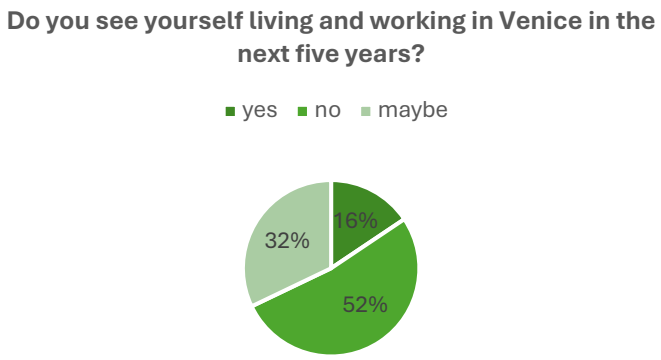
Good salary, professional development opportunities, autonomy and independence and interest in the field are highly valued, as indicated by the predominance of "important" and "very important" ratings. Personal values and location show strong importance but also have a noticeable number of indifferent responses, meaning that the majority of the respondents are open to change their mind e live new experiences. None of the factors are rated as largely unimportant; however, location and compatibility with family life show a less important concern, indicating some level of indifference.

Concerning the choice of the city to live in, safety/low crime rates, access to healthcare facilities, cost of living, and job opportunities are highly prioritized, as indicated by the predominance of "important" and "very important" ratings. Quality of public transportation and proximity to family/friends show strong importance but have some indifference and lower ratings. Diverse and tolerant population, presence of green spaces, access to cultural events and services, and climate/weather exhibit more varied importance levels, with significant indifference and moderate importance. Practical and essential living conditions are critical considerations for most individuals when choosing a new city to live in. Factors related to personal preferences, such as climate and cultural amenities, show more mixed levels of importance.

Overall, the data indicates that, for job opportunities, factors such as good salary, professional development, and autonomy are highly valued. In choosing a city to live in, job opportunities, access to healthcare, and safety are paramount. Factors like proximity to home or family/friends and diverse populations show more mixed importance levels, indicating variability in personal priorities.

Over half of the respondents (52%) see themselves living and working in Venice within the next five years so this indicates a strong interest or commitment among the majority to move to or remain in Venice. A significant portion of respondents (32%) are uncertain about their future in Venice. This group is open to the possibility but has not made a definitive decision yet, suggesting they might be influenced by various factors or circumstances since many of them pertaining to Generation Z maybe don't actually know exactly what they want to do in their future. A smaller segment (16%) does not see themselves living and working in Venice within the next five years (Figure 4.7).

Figure 4.7: considerations about living and working in Venice



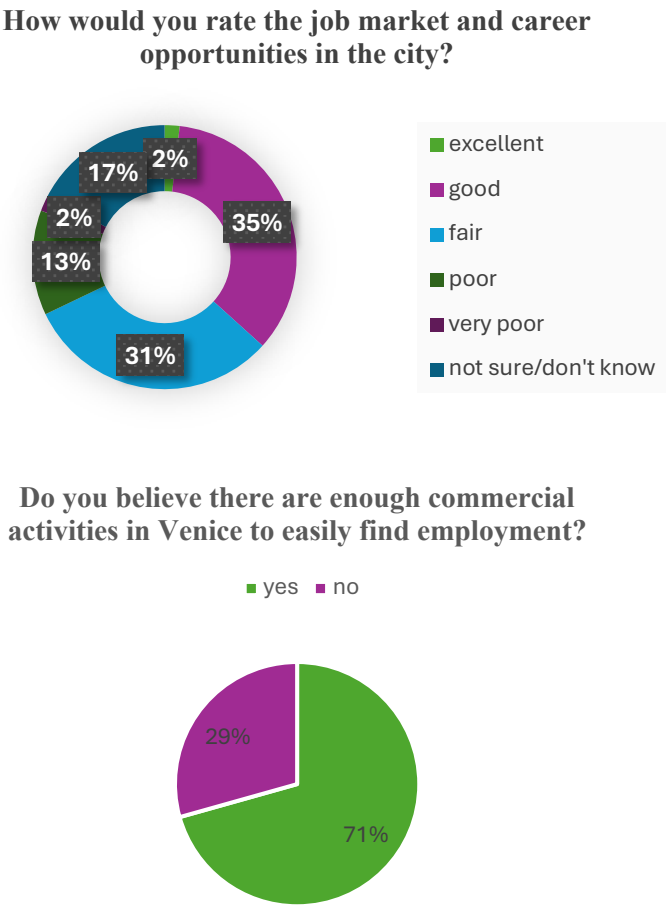
Source: created by the author

The majority of respondents have a favorable view towards living and working in Venice, but a considerable number of respondents are undecided, reflecting potential uncertainties or conditions that need to be met before making a final decision, suggesting that Venice is generally seen as an attractive option but not universally appealing. The high percentage of positive and maybe responses indicate a need for continued investment in infrastructure, housing, and job opportunities to accommodate potential new residents. For those promoting Venice as a living and working destination, understanding the concerns and needs of the "maybe" group could help in converting their indecision into a positive commitment. Overall, the pie chart presents a largely optimistic view of Venice's appeal as a place to live and work, with a majority of respondents either committed or open to the possibility, while also highlighting areas for further exploration and development.

The graph in the Figure 4.7 summarizes residents' ratings of the job market and career opportunities in the city. Most of the respondents rated the job market and career opportunities as "good" (38), followed closely by those who rated it as "fair" (34). A smaller group rated it

"poor" (14) or "very poor" (2). Additionally, a notable number of respondents were uncertain, with 19 selecting "not sure/don't know". In addition to that, 77 out of 109 respondents believe there are enough commercial activities in Venice to easily find employment, while 32 respondents disagree. This indicates a generally positive perception of Venice's commercial activity in relation to job availability, though a significant minority feels that employment opportunities may still be lacking. The data suggests that while most people are optimistic about finding jobs through commercial activities in Venice, there remains a concern among a considerable portion of the population regarding the adequacy of these opportunities.

Figure 4.8: evaluation of employment opportunities

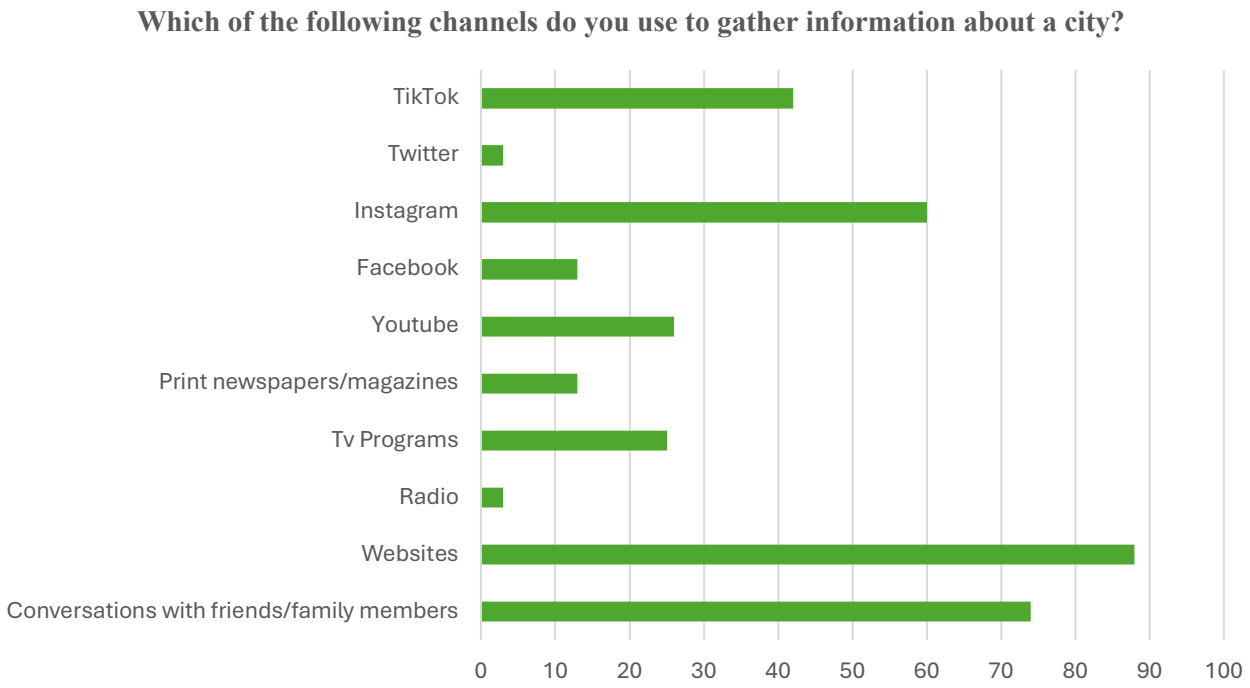


Source: created by the author

To gain a more complete overview, respondents were also asked to indicate the most used channel to gather information about a city. From the data reported in the Figure 4.8, it's clear that websites are the most popular source of information, followed by conversations with friends and family members, and Instagram. YouTube and TikTok also have a notable number

of responses. Traditional media like radio, TV programs, and print newspapers/magazines have fewer responses, with radio and Twitter being the least utilized sources. This suggests a strong preference for digital and social media platforms among the respondents for obtaining information. This can be attributed to the fact that the majority of respondents are members of Generation Z.

Figure 4.9: channel of information



Source: created by the author

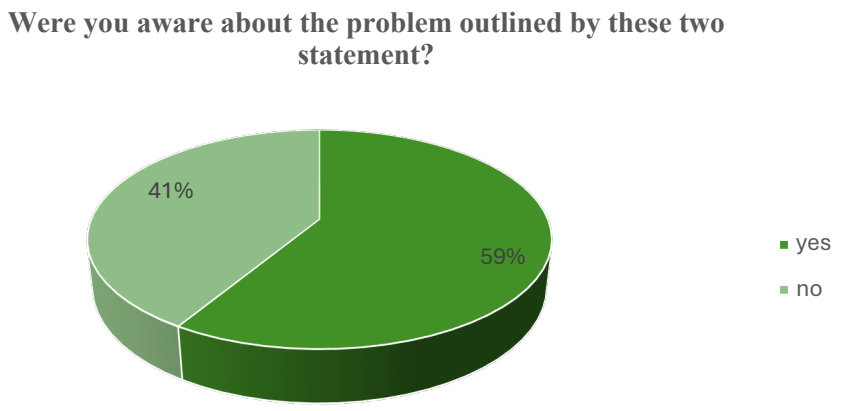
Environmental awareness involves understanding, valuing, and acquiring the skills and knowledge necessary for sustainable living (Handayani et al., 2021). It plays a crucial role in fostering responsibility towards the environment and is essential for environmental management and protection. Achieving environmental sustainability requires integrated awareness among various societal elements. Integrating environmental issues into education can lead to positive environmental actions and ultimately improve quality of life. Environmental awareness is reflected in conscious behaviors towards the environment, such as pro-environmental actions (Carmi, 2013). Essentially, Higher environmental awareness tends to correlate with increased pro-environmental behavior. The stronger one's awareness, the more evident their pro-environmental actions become (Handayani et al., 2021). This awareness is cultivated through understanding the environment and its sustainability requirements, motivating individuals to take proactive measures. Environmental awareness entails

comprehending the needs of the environment, although it does not guarantee proactive environmental actions (Handayani et al., 2021). For this reason, at the end of the survey, respondents have been asked their awareness with respect to two statements that outline Venice's current situation:

- "Every year Venice is visited by 20million tourists – and loses about 1,000 residents" (Ghiglione, 2018).
- "Venice residents dropped from 175.000 in 1951 to 50.000 in 2022" (The Impact of Mass Tourism in Venice - Venezia Autentica, 2022).

What is surprising, is that even though 59% of the respondents are aware of the problems Venice is facing, a substantial number (41%) were not aware, suggesting that while the problem is well-known among many residents, there is still a notable portion of the population that lacks awareness about these critical issues.

Figure 4.10: awareness of Venice's problems of depopulation



Source: created by the author

4.4 Findings

Venice, often referred to as the "Floating City," is renowned worldwide for its unparalleled beauty, rich cultural heritage, and unique architectural marvels. However, despite its picturesque scenery, is a city grappling with numerous challenges, ranging from overtourism and environmental degradation to housing affordability and job scarcity. Understanding the dynamics shaping the perceptions and experiences of both residents and visitors is crucial for devising sustainable solutions that preserve Venice's charm while ensuring the well-being of its inhabitants. The findings from the research provide valuable insights into the perceptions and evaluations of Venice, focusing on various aspects such as quality of life (QoL) factors, tourism

impact, job opportunities, and sources of information. Since most respondents have visited Venice at least once, a firsthand experience with the city is granted. Even though most respondents have not lived in Venice, they have visited the city multiple times, suggesting familiarity and frequent engagement. The general perception of Venice is positive primarily for the city's architectural wonders, artistic treasures, historical significance, and culinary delights are highly appreciated by visitors confirming H1: “Venice is appreciated for its history and cultural heritage”

Urban QoL is influenced by various factors including economic vitality, cultural activities, access to services, safety, and housing affordability. While public transport efficiency and safety are viewed positively, perceptions are more divided regarding public services, city cleanliness, air pollution, affordable housing, and job availability, so it’s important to resonate with improving and maintenance of a city rich of history. Residents acknowledge the economic benefits of tourism but express concerns about increased property prices, crime, and litter as evidenced by H2: “Residents perceive the negative impact of tourism and the need for a more sustainable tourism”. Tourism's impact on Venice is multifaceted, with economic benefits juxtaposed against environmental degradation and social tensions, highlighting the need for balanced development strategies. A majority of respondents express a favorable view towards living and working in Venice, with over half considering it within the next five years. However, a significant portion remains uncertain, indicating potential barriers or conditions that need to be addressed to attract and retain residents, which is highlighted by H3: “: Residents perception of Venice is not good enough to attract people, especially young generations despite the fact of the various job opportunities”. Factors such as good salary, professional development, and autonomy are highly valued by respondents in job considerations. While most respondents rate the job market and career opportunities in Venice positively, there's uncertainty among some regarding the adequacy of employment opportunities, necessitating proactive measures to address barriers to relocation and foster long-term sustainability. Despite widespread awareness of Venice's problems among many residents, a notable portion remains unaware, suggesting a need for improved communication and awareness campaign confirming H4: “Many people are not aware of the problems Venice in facing such as depopulation and touristification”. Digital platforms like websites, Instagram, YouTube, and TikTok are preferred sources of information about Venice, particularly among younger respondents, underscoring the importance of targeted communication strategies in raising awareness about Venice's challenges and opportunities.

Overall, the findings provide valuable insights for policymakers, city planners, and stakeholders to address challenges and improve the quality of life, sustainability, and attractiveness of Venice

as a living and working destination. Continued efforts in infrastructure development, housing affordability, job creation, and communication strategies are essential to meet the diverse needs and preferences of residents and visitors alike. As Venice navigates the complexities of contemporary urbanization, bridging the gap between resident needs and visitor expectations emerges as a paramount objective. By leveraging insights gleaned from respondents, policymakers, city planners, and stakeholders can collaboratively chart a path towards a more sustainable, inclusive, and resilient Venice—one that honors its storied past while embracing the challenges and opportunities of the future.

CONCLUSION

The present study has focused its attention on exploring engagement and attitudes within the context of Gen Z and the findings have contributed valuable insights and expanded existing literature, thereby serving as a catalyst for future exploration. Given the ongoing evolution of generations and technology, future research is not only expected to enhance understanding of these factors but also to keep existing research updated.

The scientific and practical significance of this study lies in its potential to inform marketers on the impact of social media on Generation Z consumption patterns. Furthermore, exploring various communication channels is crucial in the current advertising landscape, considering the recurrent emergence of new marketing methods and social media platforms. Understanding the interests and behaviors of the latest generation entering the labor market is a crucial objective for all marketers. Generation Z, having grown up in the era of the internet and the rapidly growth of social media, requires a shift from traditional marketing approaches typically effective with other demographics. This study endeavors to explore the impact of social media in getting in touch with these young individuals that are approaching to the world in these years. The findings strongly support the reliance of Gen Z on social media channels to get information affirming the considerable influence of these platforms in decision-making process. While social media have been widely perceived as trustworthy and influential on Generation Z behaviors and choice, the research have demonstrated that recommendations from friends or family members exert a great influence on decisions. The proliferation of digital technology and the internet has uniquely shaped Generation Z's perceptions, views, and cognitive skills compared to previous generations. In the realm of education, this generation strongly favors hands-on tasks and discussions, advocating for a project-based learning approach over traditional face-to-face teaching methods like lectures, which involve passive listening and note-taking. Generation Z thrives on interactive teaching methods that involve active participation, including outdoor learning, which they find less formal and more engaging. To effectively communicate with Generation Z, older generations should delve deeply into understanding their communication preferences and learning styles.

The primary goal of the conducted survey is to investigate the diverse perceptions of the city of Venice among different generations and to identify the main drivers that can attract people to live in Venice. The ultimate aim is to understand how to mitigate and partially solve the problem of depopulation in Venice. To gather data and insights regarding the perception of Venice, a survey was distributed, and it indicates that most respondents rated Venice positively, with

architectural wonders, artistic treasures, and culinary delights being among the city's most appreciated aspects. The evaluation of quality of life factors in Venice revealed mixed perceptions among respondents. While public transport efficiency and safety were generally viewed positively, opinions were divided on public services, city cleanliness, and air pollution. Housing affordability and job availability emerged as key areas of concern, indicating potential challenges for residents regarding the quality of life in Venice. Further analysis explored residents' priorities regarding job opportunities and factors influencing the choice of the city to live in. Factors such as good salary, professional development opportunities, and safety were highly valued, while proximity to home or family/friends and diverse populations showed more mixed importance levels. Some scholars argue that salary is not a significant factor in job selection (Robert Half, 2015), or that "Gen Z appears to be less motivated by money than Gen Y" (Schawbel, 2014). However, the results of this research contradict these claims. According to the findings, salary is one of the primary criteria for job selection across various demographic groups, including gender, and age. Other studies have reported similar results. For example, Hays (2019) found that salary was the most important criterion and the most effective motivational factor. Additionally, Robert Half's (2015) research also places salary among the top three most important criteria for Generation Z in job selection. Therefore, it is evident that salary remains a top priority for the new generation. Another highly favored criterion for job selection is the opportunity for professional development. In some studies, such as Ripple Match (2018), professional development was ranked as the top priority for the new generation. The survey similarly found that all participant segments ranked professional development opportunities as the second most important criterion for selecting a job. However, most of the reviewed research does not specify preferred methods for professional development, unlike our survey. Overall, most respondents expressed interest in living and working in Venice within the next five years, with a notable portion remaining uncertain about their future in the city. However, the survey highlighted concerns regarding infrastructure, housing, and job opportunities, suggesting areas for improvement to accommodate potential new residents.

In addition to evaluating perceptions of Venice, the survey examines the most used channels for gathering information about the city, with websites and social media platforms being the most popular sources. This preference for digital channels underscores the importance of digital and social media marketing strategies in promoting the city. Members of Generation Z are incredibly comfortable using technology to complete their tasks. One reason offline job search sources still exist is that some companies are not fully integrated with technology.

Lastly, the survey assesses respondents' awareness of Venice's depopulation problems, revealing that while a majority are aware of the issues, a significant portion lack awareness. This highlights the need for ongoing efforts to raise awareness about the challenges facing Venice and the best way is for sure using digital platforms. According to the literature, Generation Z exhibits awareness of societal issues, prompting companies to be more conscientious and ethical in their practices to avoid negative effects on brand affinity and purchasing behavior. That is confirmed in part by the results of the survey since a good portion is still not aware but considering the fact that Generation Z is more concern with environmental sustainability, the lack of awareness does not implicate indifference and through a good campaign that shed light to the current situation of Venice much can be done. Marketers need to enhance their social media marketing capabilities to engage with consumers differently, with successful brands being more innovative, authentic, and agile in delivering content. Furthermore, the study reveals that Generation Z members prefer video content over textual information, making platforms like YouTube and Instagram particularly effective for engaging this demographic. Brands that adopt an approach of creating informative, entertaining, and inspiring videos have a higher likelihood of being shared, thereby cutting through the noise of online media. As marketing strategies and consumer interactions evolve with the new generation, the necessity for updated research in this field becomes paramount.

From a practical standpoint, city authorities should focus on improving the city's image and brand personality, as these are crucial for effective marketing and branding activities. Successful branding efforts must consider the interaction among key stakeholders and include co-creation in their strategic approach. Residents, being the primary stakeholders, should be the focus of these efforts as they are the co-creators and ambassadors for the city. It would be beneficial for city authorities to enhance their social media strategies to encourage greater citizen engagement. Given the rise in social media's popularity, municipalities should utilize it as a communication tool to present a strong self-image and attract resources. Effective social media strategies can help analyze engagement and its impact on city marketing, allowing for content customization that fosters interaction between local authorities, citizens, and organizations. Social media engagement is crucial, as residents play a key role as ambassadors and co-creators in city branding, which impacts their quality of life and welfare. Engaging young adults, who often exhibit apathy towards citizenship, is particularly important.

Overall, the survey provides valuable insights into the perception of Venice among different generations, shedding light on areas of strength and areas for improvement. The findings suggest that policymakers, city planners, and tourism stakeholders in developing strategies to

address the city's depopulation challenge and enhance its appeal as a place to live and work should take into consideration the preferences and the identity of Generation. Z.

Limitations and suggestions for future research

While this study contributes valuable insights, it is highly site-specific and based on a quota sample, limiting the generalizability of its findings. Further research is needed to explore a broader set of factors influencing residents' views and to replicate the study in other destinations to validate and generalize the results. Given the limited number of responses, future studies should strive to secure larger sample sizes to enhance the generalizability of the results.

For future research recommendations, it would be prudent to refocus on Generation Z as they transition into adulthood, allowing for an examination of how their approach evolves across different life stages.

REFERENCES

Aaker, J. L. (1997). Dimensions of Brand Personality. *Journal of Marketing Research*, *34*(3), 347–356. https://doi.org/10.1177/002224379703400304

Alalwan, A. A., Rana, N. P., Dwivedi, Y. K., & Algharabat, R. (2017). Social media in marketing: A review and analysis of the existing literature. *Telematics and Informatics*, *34*(7), 1177–1190. https://doi.org/10.1016/j.tele.2017.05.008

Alberti, T., Anzidei, M., Faranda, D., Vecchio, A., Favaro, M., & Papa, A. (2023). Dynamical diagnostic of extreme events in Venice lagoon and their mitigation with the MoSE. *Scientific Reports*, *13*(1), 10475. https://doi.org/10.1038/s41598-023-36816-8

Almeida García, F., Balbuena Vázquez, A., & Cortés Macías, R. (2015). Resident's attitudes towards the impacts of tourism. *Tourism Management Perspectives*, *13*, 33–40. https://doi.org/10.1016/j.tmp.2014.11.002

Amerta, I. M. S., Sara, I. M., & Bagiada, K. (2018). Sustainable tourism development. *International Research Journal of Management, IT and Social Sciences*, *5*(2), 248–254.

Ananda, A. S., Hernández-García, Á., & Lamberti, L. (2016). N-REL: A comprehensive framework of social media marketing strategic actions for marketing organizations. *Journal of Innovation & Knowledge*, *1*(3), 170–180. https://doi.org/10.1016/j.jik.2016.01.003

Ancona, D., Malone, T. W., Orlikowski, W. J., & Senge, P. M. (2007). In praise of the incomplete leader. *Harvard Business Review*, *85*(2), 92.

Andereck, K. L., & Nyaupane, G. P. (2011). Exploring the Nature of Tourism and Quality of Life Perceptions among Residents. *Journal of Travel Research*, *50*(3), 248–260. https://doi.org/10.1177/0047287510362918

Andereck, K. L., Valentine, K. M., Knopf, R. C., & Vogt, C. A. (2005). Residents' perceptions of community tourism impacts. *Annals of Tourism Research*, *32*(4), 1056–1076. https://doi.org/10.1016/j.annals.2005.03.001

Andriotis, K. (2005). Community Groups' Perceptions of and Preferences for Tourism Development: Evidence from Crete. *Journal of Hospitality & Tourism Research*, *29*(1), 67–90. https://doi.org/10.1177/1096348004268196

Angeleski, M., Zdraveski, D., & Andonovski, M. (2019). Identifying the importance and use of web 2.0 tools and networks in the tourism sector: Case study of the Republic of Macedonia. *HORIZONS.A*, *23*. https://doi.org/10.20544/HORIZONS.A.23.2.18.P02

Angelini, F., Figini, P., & Leoni, V. (2024). High tide, low price? Flooding alerts and hotel prices in Venice. *Tourism Economics*, *30*(4), 876–899. https://doi.org/10.1177/13548166231174270

Arar, T., & Öneren, M. (2018). Role of talent management in career development of generation Z: A case study of a telecommunication firm. *International Academic Journal of Social Sciences*, *5*(1), 28–44.

Arrano, H. F., & Azurdia-Meza, C. A. (2016). OFDM: Today and in the future of next generation wireless communications. *2016 IEEE Central America and Panama Student Conference (CONESCAPAN)*, 1–6. https://ieeexplore.ieee.org/abstract/document/8075209/?casa_token=UuxT2jO0R-MAAAAA:8LT7ENZ-KTmPY4P6-B9UG8cYC-WiJ9vwEbOikb-fLm1jq1QxV2Gmw3CXo8-U8p3Jfgp5k1KZewWxRQ

Azimi, S., Andonova, Y., & Schewe, C. (2022). Closer together or further apart? Values of hero generations Y and Z during crisis. *Young Consumers*, *23*(2), 179–196.
Baker, L., McLeod-Morin, A., Rampold, S., Lindsey, A., Telg, R., & Ogelsby, M. (2022). Search, seek, share: A national survey assessing Americans' information channels and sharing behaviors during a pandemic. *Advancements in Agricultural Development*, *3*(2), Article 2. https://doi.org/10.37433/aad.v3i2.219
Baldin, A., Bertocchi, D., & Camatti, N. (2024). Crowding-in and (temporary) crowding-out in Venice. The effect of cultural events on residents. *Tourism Economics*, 13548166241233773. https://doi.org/10.1177/13548166241233773
Barbiroglio, E. (2019). *Generation Z Fears Climate Change More Than Anything Else*. Forbes. https://www.forbes.com/sites/emanuelabarbiroglio/2019/12/09/generation-z-fears-climate-change-more-than-anything-else/
Barreda, A. A., Nusair, K., Wang, Y., Okumus, F., & Bilgihan, A. (2020). The impact of social media activities on brand image and emotional attachment: A case in the travel context. *Journal of Hospitality and Tourism Technology*, *11*(1), 109–135.
Bascha. (2011). *Z: The open source generation | Opensource.com*. https://opensource.com/business/11/9/z-open-source-generation
Bennis, W. (1999). *Managing People is Like Herding Cats: On Leadership*. Executive Excellence Publishing.
Bergh, J. van den, & Behrer, M. (2016). *How Cool Brands Stay Hot: Branding to Generation Y and Z*. Kogan Page.
Bernstein, R. (2015, January 21). *Move Over Millennials—Here Comes Gen Z*. Ad Age. https://adage.com/article/cmo-strategy/move-millennials-gen-z/296577
Bertocchi, D., & Visentin, F. (2019). "The Overwhelmed City": Physical and Social Over-Capacities of Global Tourism in Venice. *Sustainability*, *11*(24), Article 24. https://doi.org/10.3390/su11246937
Beverland, M., Farrelly, F., & Woodhatch, Z. (2007). Exploring the Dimensions of Proactivity Within Advertising Agency—Client Relationships. *Journal of Advertising*, *36*(4), 49–60. https://doi.org/10.2753/JOA0091-3367360404
Bilgin, Y. (2018). The effect of social media marketing activities on brand awareness, brand image and brand loyalty. *Business & Management Studies: An International Journal*, *6*(1), 128–148.
Blocker, C. P., Flint, D. J., Myers, M. B., & Slater, S. F. (2011). Proactive customer orientation and its role for creating customer value in global markets. *Journal of the Academy of Marketing Science*, *39*(2), 216–233. https://doi.org/10.1007/s11747-010-0202-9
Bodie, G. D., Worthington, D., Imhof, M., & Cooper, L. O. (2008). What Would a Unified Field of Listening Look Like? A Proposal Linking Past Perspectives and Future Endeavors. *International Journal of Listening*, *22*(2), 103–122. https://doi.org/10.1080/10904010802174867
Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research*, *66*(1), 105–114.
Brooke, C. (2023, November 21). *Consumer Shopping Trends and Statistics by the Generation: Gen Z, Millennials, Gen X, Boomers and the Silents*. Business2Community.

https://www.business2community.com/consumer-shopping-trends-and-statistics-by-the-generation-gen-z-millennials-gen-x-boomers-and-the-silents
Bruce, J. (2016). *The Difference Between Purpose and Mission*. https://hbr.org/sponsored/2016/02/the-difference-between-purpose-and-mission
Bucovețchi, O., Sluşariuc, G. C., & Činčalová, S. (2019). Generation Z–Key factor for organizational innovation. *Quality-Access to Success*, *20*(3), 25–30.
Burton, S., & Soboleva, A. (2011). Interactive or reactive? Marketing with Twitter. *Journal of Consumer Marketing*, *28*(7), 491–499.
Butler, R. w. (1980). The Concept of a Tourist Area Cycle of Evolution: Implications for Management of Resources. *Canadian Geographies /Géographies Canadiennes*, *24*(1), 5–12. https://doi.org/10.1111/j.1541-0064.1980.tb00970.x
Byon, K. K., & Zhang, J. J. (2010). Development of a scale measuring destination image. *Marketing Intelligence & Planning*, *28*(4), 508–532. https://doi.org/10.1108/02634501011053595
Canas, E., Lachance, L., Phipps, D., & Birchwood, C. C. (2019). What makes for effective, sustainable youth engagement in knowledge mobilization? A perspective for health services. *Health Expectations*, *22*(5), 874–882. https://doi.org/10.1111/hex.12918
Carlson, E. (2008). The Lucky Few: Between the Greatest Generation and the Baby Boom. In *The Lucky Few: Between the Greatest Generation and the Baby Boom*. https://doi.org/10.1007/978-1-4020-8541-3
Carmi, N. (2013). Caring about tomorrow: Future orientation, environmental attitudes and behaviors. *Environmental Education Research*, *19*(4), 430–444. https://doi.org/10.1080/13504622.2012.700697
Caroli, R., & Soriani, S. (2017). *Fragile and Resilient Cities on Water: Perspectives from Venice and Tokyo*. Cambridge Scholars Publishing.
Casalegno, C., Candelo, E., & Santoro, G. (2022). Exploring the antecedents of green and sustainable purchase behaviour: A comparison among different generations. *Psychology & Marketing*, *39*(5), 1007–1021. https://doi.org/10.1002/mar.21637
Cassia, F., Vigolo, V., Ugolini, M. M., & Baratta, R. (2018). Exploring city image: Residents' versus tourists' perceptions. *The TQM Journal*, *30*(5), 476–489. https://doi.org/10.1108/TQM-11-2017-0161
Castro, R., & Lohmann, G. (2014). Airport branding: Content analysis of vision statements. *Research in Transportation Business & Management*, *10*, 4–14. https://doi.org/10.1016/j.rtbm.2014.01.001
Cavaleri, L., Bajo, M., Barbariol, F., Bastianini, M., Benetazzo, A., Bertotti, L., Chiggiato, J., Ferrarin, C., Trincardi, F., & Umgiesser, G. (2020). The 2019 Flooding of Venice AND ITS IMPLICATIONS FOR FUTURE PREDICTIONS. *Oceanography*, *33*(1), 42–49.
Cepeda Guedea, A. (2021). *The Venice transformation, from an overpopulated industrial city to an abandoned touristic city*.
Chang, S.-W., & Fan, S.-H. (2017). Cultivating the brand-customer relationship in Facebook fan pages: A study of fast-fashion industry. *International Journal of Retail & Distribution Management*, *45*(3), 253–270.
Checkoway, B. (2011). What is youth participation? *Children and Youth Services Review*, *33*(2), 340–345. https://doi.org/10.1016/j.childyouth.2010.09.017

Cheung, M. L., Pires, G. D., & <suffix>III</suffix>, P. J. R. (2019). Developing a conceptual model for examining social media marketing effects on brand awareness and brand image. *International Journal of Economics and Business Research*, *17*(3), 243. https://doi.org/10.1504/IJEBR.2019.098874

Chicca, J., & Shellenbarger, T. (2018). Connecting with Generation Z: Approaches in Nursing Education. *Teaching and Learning in Nursing*, *13*(3), 180–184. https://doi.org/10.1016/j.teln.2018.03.008

Chillakuri, B. K. (2020). Fueling Performance of Millennials and Generation Z. *Strategic HR Review*, *19*(1), 41–43. https://doi.org/10.1108/SHR-02-2020-175

Chloridiany, A. (2021). Social media marketing strategy of Indonesian tourism in the time of pandemic. *E-Journal of Tourism*, 1–13.

Chrisafis, A. (2023, December 31). Venice to limit tourist group size to 25 to protect historic city. *The Guardian*. https://www.theguardian.com/world/2023/dec/31/venice-to-limit-tourist-group-size-to-25-to-protect-historic-city

Ciasullo, M. V., Troisi, O., & Cosimato, S. (2018). How Digital Platforms Can Trigger Cultural Value Co-Creation?—A Proposed Model. *Journal of Service Science and Management*, *11*(2), Article 2. https://doi.org/10.4236/jssm.2018.112013

City Vision (Director). (2022, May 24). *Input Speech—Carlo Bagnoli*. https://www.youtube.com/watch?v=OpHCm7zOIOk

Cocola-Gant, A., Gago, A., & Jover, J. (2020). Tourism, Gentrification and Neighbourhood Change: An Analytical Framework– Reflections from Southern European Cities. In J. A. Oskam (Ed.), *The Overtourism Debate* (pp. 121–135). Emerald Publishing Limited. https://doi.org/10.1108/978-1-83867-487-820201009

Coelho, A., Bairrada, C., Simão, L., & Barbosa, C. (2022). The Drivers of the City Brand Equity Comparing Citizens' and Tourists' Perceptions and Its Influence on the City Attractiveness: The Case of the City of Coimbra. *International Journal of Hospitality & Tourism Administration*, *23*(2), 242–268. https://doi.org/10.1080/15256480.2020.1746215

Coffee, P. (2013, March 7). *10 Brands That Do Customer Service Right on Twitter*. https://www.adweek.com/performance-marketing/10-brands-that-do-customer-service-right-on-twitter/

Colicev, A., Kumar, A., & O'Connor, P. (2019). Modeling the relationship between firm and user generated content and the stages of the marketing funnel. *International Journal of Research in Marketing*, *36*(1), 100–116. https://doi.org/10.1016/j.ijresmar.2018.09.005

Consumer Shopping Trends and Statistics by the Generation: Gen Z, Millennials, Gen X, Boomers and the Silents. (2023, November 21). Business2Community. https://www.business2community.com/consumer-shopping-trends-and-statistics-by-the-generation-gen-z-millennials-gen-x-boomers-and-the-silents

Contreras. (2019). A Teacher's Guide to Communicating with Generation X, Y, and Z Parents. *Waterford.Org*. https://www.waterford.org/education/how-to-communicate-with-gen-x-y-z-parents/

Csiszárik-Kocsír, Á., & Garia-Fodor, M. (2018). Motivation analysing and preference system of choosing a workplace as segmentation criteria based on a country wide research result focus on generation of Z. *On-Line Journal Modelling the New Europe*, *27*, 67–85.

Dabija, D.-C., Bejan, B. M., & Dinu, V. (2019). *How sustainability oriented is Generation Z in retail? A literature review*. *18*(2), 140–155.
David, F. R. (1989). How companies define their mission. *Long Range Planning*, *22*(1), 90–97. https://doi.org/10.1016/0024-6301(89)90055-1
Davis, R. C., & Marvin, G. R. (2004). *Venice, the Tourist Maze: A Cultural Critique of the World's Most Touristed City* (1st ed.). University of California Press. https://www.jstor.org/stable/10.1525/j.ctt1pndhb
Del Chiappa, G., Checchinato, F., & Atzeni, M. (2021). Residents perceptions of cruise tourism in an overcrowded city The case of Venice. In *Sustainable and Collaborative Tourism in a Digital World* (pp. 180–200). Goodfellow publisher. https://books.google.com/books?hl=it&lr=&id=dsRLEAAAQBAJ&oi=fnd&pg=PA180&dq=Del+Chiappa,+G.,+Checchinato,+F.,+%26+Atzeni,+M.+(2021).+Residents%27+perceptions+of+cruism+tourism+in+an+overcrowded+city:+the+case+of+Venice.+In+Sustainable+and+Collaborative+Tourism+in+a+Digital+World+(pp.+180-200).+Goodfellow+publisher.&ots=bDh0ufKD3j&sig=QM9_eoE8OUFJ_ZGtOQWC0fv1884
Del Giudice, K. D. (2010). Crowdsourcing credibility: The impact of audience feedback on Web page credibility. *Proceedings of the American Society for Information Science and Technology*, *47*(1), 1–9. https://doi.org/10.1002/meet.14504701099
Delli Carpini, M. X. (2000). Gen.com: Youth, Civic Engagement, and the New Information Environment. *Political Communication*, *17*(4), 341–349. https://doi.org/10.1080/10584600050178942
Deloitte research reveals a "generation disrupted": Growing up in a world of accelerated transformation leaves Millennials and Gen Zs feeling unsettled about the future. (2019). Deloitte Malaysia. https://www2.deloitte.com/my/en/pages/about-deloitte/articles/deloitte-millennial-survey-research-reveals-gen-z-unsettled-pr.html
Diedrich, A., & García-Buades, E. (2009). Local perceptions of tourism as indicators of destination decline. *Tourism Management*, *30*(4), 512–521. https://doi.org/10.1016/j.tourman.2008.10.009
Digital Marketing Trends Report, Top Trends in Marketing Strategies. (2017). [GWI]. https://www.gwi.com/reports/trends-18
Dikeç, G., Öztürk, S., Taşbaşı, N., Figenergül, D., & Güler, B. B. (2023). The Perceptions of Generation Z University Students about Their Futures: A Qualitative Study. *Sci*, *5*(4), Article 4. https://doi.org/10.3390/sci5040045
Dimock, M. (2019, January 17). Defining generations: Where Millennials end and Generation Z begins. *Pew Research Center*. https://www.pewresearch.org/short-reads/2019/01/17/where-millennials-end-and-generation-z-begins/
Dixon, S. (2024). *Biggest social media platforms 2024*. Statista. https://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/
Djafarova, E., & Bowes, T. (2021). 'Instagram made Me buy it': Generation Z impulse purchases in fashion industry. *Journal of Retailing and Consumer Services*, *59*, 102345. https://doi.org/10.1016/j.jretconser.2020.102345

Dolnicar, S., & Grabler, K. (2004). Applying City Perception Analysis (CPA) for Destination Positioning Decisions. *Journal of Travel & Tourism Marketing*, *16*(2–3), 99–111. https://doi.org/10.1300/J073v16n02_08

Dolot, A. (2018). The characteristics of Generation Z. *E-Mentor*, 44–50. https://doi.org/10.15219/em74.1351

Dombrosky, K., Templeton, B., & Fong, J. (2018). *An Insider's Guide to Generation Z and Higher Education*. https://www.google.com/search?q=Dombrosky%2C+K.%2C+Templeton%2C+B.%2C+%26+Fong%2C+J.+(2018).+An+Insider%E2%80%99s+Guide+to+Generation+Z+and+Higher+Education.+University+Professional+and+Continuing+Education+Association.&rlz=1C5CHFA_enIT952IT955&oq=Dombrosky%2C+K.%2C+Templeton%2C+B.%2C+%26+Fong%2C+J.+(2018).+An+Insider%E2%80%99s+Guide+to+Generation+Z+and+Higher+Education.+University+Professional+and+Continuing+Education+Association.&gs_lcrp=EgZjaHJvbWUyBggAEEUYOTIGCAEQRRg80gEHNTY4ajBqOagCALACAQ&sourceid=chrome&ie=UTF-8

Duffett, R. G. (2017). Influence of social media marketing communications on young consumers' attitudes. *Young Consumers*, *18*(1), 19–39. https://doi.org/10.1108/YC-07-2016-00622

Dwivedula, R., Singh, P., & Azaran, M. (2019). Gen Z: Where are we now, and future pathways. *Journal of Human Resource Management*, *22*(2), 28–40.

Ertemel, A. V., & Ammoura, A. (2019). *The Role of Social Media Advertising in Consumer Buying Behavior* (SSRN Scholarly Paper 3350965). https://papers.ssrn.com/abstract=3350965

Esposito De Falco, S., Renzi, A., Orlando, B., & Cucari, N. (2017). Open collaborative innovation and digital platforms. *Production Planning & Control*, *28*(16), 1344–1353. https://doi.org/10.1080/09537287.2017.1375143

Faranda, D., Ginesta, M., Alberti, T., Coppola, E., & Anzidei, M. (2023). Attributing Venice Acqua Alta events to a changing climate and evaluating the efficacy of MoSE adaptation strategy. *Npj Climate and Atmospheric Science*, *6*(1), 1–8. https://doi.org/10.1038/s41612-023-00513-0

Faulkner, B., & Tideswell, C. (1997). A Framework for Monitoring Community Impacts of Tourism. *Journal of Sustainable Tourism*, *5*(1), 3–28. https://doi.org/10.1080/09669589708667273

Fell, A. (2020, August 3). *The substantial impact COVID-19 has had on Gen Z - McCrindle*. https://mccrindle.com.au/article/topic/generation-z/the-substantial-impact-covid-19-has-had-on-gen-z/

Ferrarin, C., Bajo, M., Benetazzo, A., Cavaleri, L., Chiggiato, J., Davison, S., Davolio, S., Lionello, P., Orlić, M., & Umgiesser, G. (2021). Local and large-scale controls of the exceptional Venice floods of November 2019. *Progress in Oceanography*, *197*, 102628. https://doi.org/10.1016/j.pocean.2021.102628

Finch, J. (2015). *What Is Generation Z, And What Does It Want? - Fast Company*. https://www.fastcompany.com/3045317/what-is-generation-z-and-what-does-it-want

Fitzsimmons, A. B., Qin, Y. S., & Heffron, E. R. (2022). Purpose vs mission vs vision: Persuasive appeals and components in corporate statements. *Journal of Communication Management*, *26*(2), 207–219. https://doi.org/10.1108/JCOM-09-2021-0108

Flanagan, C. (2003). Trust, Identity, and Civic Hope. *Applied Developmental Science*, *7*(3), 165–171. https://doi.org/10.1207/S1532480XADS0703_7

Flint, D. J., Woodruff, R. B., & Gardial, S. F. (2002). Exploring the Phenomenon of Customers' Desired Value Change in a Business-to-Business Context. *Journal of Marketing*, *66*(4), 102–117. https://doi.org/10.1509/jmkg.66.4.102.18517

Formanek, K. (2021). *Beyond D&I - Leading Diversity with Purpose and Inclusiveness*. https://link.springer.com/book/10.1007/978-3-030-75336-8

Francis, T., & Hoefel, F. (2018). *True Gen': Generation Z and its implications for companies*. McKinsey & Company. https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies

Freytag, T., & Bauder, M. (2018). Bottom-up touristification and urban transformations in Paris. *Tourism Geographies*, *20*(3), 443–460. https://doi.org/10.1080/14616688.2018.1454504

From Innovation to Expectation – How M & E Leaders are Responding to Gen Z (Ernst & Young Report). (2017). https://www.google.com/search?q=Ernst+%26+Young+Report.+(2017).+From+Innovation+to+Expectation+%E2%80%93+How+M+%26+E+Leaders+are+Responding+to+Gen+Z.+Ernst+%26+Young+Report.&rlz=1C5CHFA_enIT952IT955&oq=Ernst+%26+Young+Report.+(2017).+From+Innovation+to+Expectation+%E2%80%93+How+M+%26+E+Leaders+are+Responding+to+Gen+Z.+Ernst+%26+Young+Report.&gs_lcrp=EgZjaHJvbWUqBggAEEUYOzIGCAAQRRg7MgYIARBFGDzSAQc0NjFqMGo0qAIAsAIB&sourceid=chrome&ie=UTF-8

Fry, R., & Parker, K. (2018, November 15). Early Benchmarks Show 'Post-Millennials' on Track to Be Most Diverse, Best-Educated Generation Yet. *Pew Research Center*. https://www.pewresearch.org/social-trends/2018/11/15/early-benchmarks-show-post-millennials-on-track-to-be-most-diverse-best-educated-generation-yet/

Gaidhani, S., Arora, L., & Sharma, B. (2019). *UNDERSTANDING THE ATTITUDE OF GENERATION Z TOWARDS WORKPLACE*. *9*.

Gawer, A., & Cusumano, M. A. (2002). *Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation*. Harvard Business School Press.

Gencoglu, F., & Yarkin, D. (2018). The student movement in Turkey: A case study of the relationship between (re)politicization and democratization. *Journal of Youth Studies*, *22*, 1–20. https://doi.org/10.1080/13676261.2018.1535170

Gender, Equity, and Gen Z | Handshake Network Trends. (n.d.). Handshake. Retrieved 13 May 2024, from https://joinhandshake.com/network-trends/gender-equity/

Generation Z 2025: The final generation. (2022). Sparks & Honey. https://www.sparksandhoney.com/gen-z

Generation Z Is Goal-Oriented And Motivated To Pursue Enjoyable Careers But Uncertain About How To Manage Finances. (2019). Newsroom | Northwestern Mutual. https://news.northwesternmutual.com/2019-08-13-Generation-Z-Is-Goal-Oriented-And-Motivated-To-Pursue-Enjoyable-Careers-But-Uncertain-About-How-To-Manage-Finances

Ghiglione, G. (2018, September 13). Occupy Venice: 'We are the alternative to the death of the city'. *The Guardian*. https://www.theguardian.com/cities/2018/sep/13/occupy-venice-alternative-to-death-of-city-activists-tourism

Gilboa, S., Jaffe, E. D., Vianelli, D., Pastore, A., & Herstein, R. (2015). A summated rating scale for measuring city image. *Cities*, *44*, 50–59. https://doi.org/10.1016/j.cities.2015.01.002

Global and regional tourism performance. (n.d.). Retrieved 19 May 2024, from https://www.unwto.org/tourism-data/global-and-regional-tourism-performance

Gordon, L., & Sahagun, L. (2007, February 27). *Gen Y's ego trip takes a bad turn*. Los Angeles Times. https://www.latimes.com/archives/la-xpm-2007-feb-27-me-esteem27-story.html

Graham, K. (2014). *Your Company's Purpose Is Not Its Vision, Mission, or Values*. https://hbr.org/2014/09/your-companys-purpose-is-not-its-vision-mission-or-values

Grow, J. M., & Yang, S. (2018). Generation-Z Enters the Advertising Workplace: Expectations Through a Gendered Lens. *Journal of Advertising Education*, *22*(1), 7–22. https://doi.org/10.1177/1098048218768595

Gupta, O., & Gulati, G. (2014). *Psycho-analysis of Mobile applications usage among Generation Z Teens*. *3*(1). https://www.google.com/search?q=Gupta%2C+O.%2C+%26+Gulati%2C+G.+(2014).+Psycho-analysis+of+Mobile+applications+usage+among+Generation+Z+Teens.+International+Journal+on+Global+Business+Management+%26+Research+%2C+80.&rlz=1C5CHFA_enIT952IT955&oq=Gupta%2C+O.%2C+%26+Gulati%2C+G.+(2014).+Psycho-analysis+of+Mobile+applications+usage+among+Generation+Z+Teens.+International+Journal+on+Global+Business+Management+%26+Research+%2C+80.&gs_lcrp=EgZjaHJvbWUqBggAEEUYOzIGCAAQRRg7MgYIARBFGEAyBggCEEUYPNIBBzYwN2owajmoAgCwAgE&sourceid=chrome&ie=UTF-8

Gupta, R. (2023). SOCIAL MEDIA MARKETING v/s TRADITIONAL MARKETING: AN OVERVIEW. *Research Inspiration*, *8*(III), Article III.

Habibi, M. R., Laroche, M., & Richard, M.-O. (2014). Brand communities based in social media: How unique are they? Evidence from two exemplary brand communities. *International Journal of Information Management*, *34*(2), 123–132. https://doi.org/10.1016/j.ijinfomgt.2013.11.010

Hagberg-Andersson, Å. (2006). Does adaptation pay off? *Industrial Marketing Management*, *35*(2), 202–209. https://doi.org/10.1016/j.indmarman.2005.02.004

Hagiu, A., & Wright, J. (2015). Multi-sided platforms. *International Journal of Industrial Organization*, *43*, 162–174. https://doi.org/10.1016/j.ijindorg.2015.03.003

Handayani, W., Ariescy, R. R., Cahya, F. A., Yusnindi, S. I., & Sulistyo, D. A. (2021). Literature Review: Environmental Awareness and Pro-Environmental Behavior. *Nusantara Science and Technology Proceedings*, 170–173. https://doi.org/10.11594/nstp.2021.0925

Harari, T. T., Sela, Y., & Bareket-Bojmel, L. (2023). Gen Z during the COVID-19 crisis: A comparative analysis of the differences between Gen Z and Gen X in resilience, values and attitudes. *Current Psychology*, *42*(28), 24223–24232. https://doi.org/10.1007/s12144-022-03501-4

Harris, J. (2016, September 24). *Youth on the March to Save Venice*. iItaly.Org. http://www.iitaly.org/node/50151

Hart, D., Donnelly, T. M., Youniss, J., & Atkins, R. (2007). High School Community Service as a Predictor of Adult Voting and Volunteering. *American Educational Research Journal*, *44*(1), 197–219. https://doi.org/10.3102/0002831206298173

Hathaway, L., & O'Shields, B. (2022). Understanding and Engaging Generation Z. *ACSM's Health & Fitness Journal*, *26*(4), 39. https://doi.org/10.1249/FIT.0000000000000774

Haven-Tang, C., Jones, E., & Webb, C. (2007). Critical Success Factors for Business Tourism Destinations: Exploiting Cardiff s National Capital City Status and Shaping Its Business Tourism Offer. *Journal of Travel & Tourism Marketing*, *22*(3–4), 109–120. https://doi.org/10.1300/J073v22n03_09

Herrero, Á., Martín, H. S., García de los Salmones, M. del M., & Río Peña, A. del. (2015). Influence of country and city images on students' perception of host universities and their satisfaction with the assigned destination for their exchange programmes. *Place Branding and Public Diplomacy*, *11*(3), 190–203. https://doi.org/10.1057/pb.2015.4

Hill, S., Provost, F., & Volinsky, C. (2006). *Network-based marketing: Identifying likely adopters via consumer networks*. https://projecteuclid.org/journals/statistical-science/volume-21/issue-2/Network-Based-Marketing-Identifying-Likely-Adopters-via-Consumer-Networks/10.1214/088342306000000222.short

Horowitz, J., Bubola, E., & Vancon, L. (2023, April 1). Venice Is Saved! Woe Is Venice. *The New York Times*. https://www.nytimes.com/2023/04/01/world/europe/venice-mose-flooding.html

Hsu, C.-K. (Jennifer). (2017). Selling products by selling brand purpose. *Journal of Brand Strategy*. https://hstalks.com/article/522/selling-products-by-selling-brand-purpose/

Hudson, S., Huang, L., Roth, M. S., & Madden, T. J. (2016). The influence of social media interactions on consumer–brand relationships: A three-country study of brand perceptions and marketing behaviors. *International Journal of Research in Marketing*, *33*(1), 27–41. https://doi.org/10.1016/j.ijresmar.2015.06.004

Ibrahim, S. S., Ahmad, M., Hassan, W., mohd noor, abd halim, & Ramli, A. (2022). Social Media Influence Towards Understanding, Awareness and Perception on Royal Institutions: Empirical Study on Young Millennials. *Pertanika Journal of Social Sciences and Humanities*, *30*. https://doi.org/10.47836/pjssh.30.1.19

iNEST – Interconnected Nord-Est Innovation Ecosystem. (n.d.). Retrieved 15 June 2024, from https://www.consorzioinest.it/en/

Ingenhoff, D., & Fuhrer, T. (2010). Positioning and differentiation by using brand personality attributes: Do mission and vision statements contribute to building a unique corporate identity? *Corporate Communications: An International Journal*, *15*(1), 83–101. https://doi.org/10.1108/13563281011016859

International Tourism to Reach Pre-Pandemic Levels in 2024. (2024). http://www.unwto.org/news/international-tourism-to-reach-pre-pandemic-levels-in-2024

Jansen, B. A. (2011). Civic Education and the Learning Behaviors of Youth in the Online Environment: A Call for Reform. *Journal of Social Studies Education Research*, *2*(2), Article 2. https://doi.org/10.17499/jsser.48271

Jeonglyeol Lee, T., Li, J., & Kim, H.-K. (2007). Community Residents' Perceptions and Attitudes Towards Heritage Tourism in a Historic City. *Tourism and Hospitality Planning & Development*, *4*(2), 91–109. https://doi.org/10.1080/14790530701554124

Jin, S. V., & Ryu, E. (2019). Instagram fashionistas, luxury visual image strategies and vanity. *Journal of Product & Brand Management*, *29*(3), 355–368. https://doi.org/10.1108/JPBM-08-2018-1987

Johansson, M. (2012). Place Branding and the Imaginary: The Politics of Re-imagining a Garden City. *Urban Studies*, *49*(16), 3611–3626. https://doi.org/10.1177/0042098012446991

Jover, J., & Barrero-Rescalvo, M. (2023). When tourism disrupts it all: An approach to the landscapes of touristification. *Journal of Urban Affairs*, *0*(0), 1–19. https://doi.org/10.1080/07352166.2023.2237144

Jover, J., & Díaz-Parra, I. (2020). Gentrification, transnational gentrification and touristification in Seville, Spain. *Urban Studies*, *57*(15), 3044–3059. https://doi.org/10.1177/0042098019857585

Kahawandala, N., Peter, S., & Niwunhella, H. (2020). Profiling purchasing behavior of Generation Z. *2020 International Research Conference on Smart Computing and Systems Engineering (SCSE)*, 155–160. https://doi.org/10.1109/SCSE49731.2020.9313038

Kahne, J., & Westheimer, J. (2003). Teaching Democracy: What Schools Need to Do. *Phi Delta Kappan*, *85*(1), 34–66. https://doi.org/10.1177/003172170308500109

Kaihatu, T. S. (2020). Purchase intention of fashion product as an impact of digital marketing, mediated by customer engagement in the generation z. *Jurnal Manajemen Pemasaran*, *14*(2), 61–66.

Kamboj, S., Sarmah, B., Gupta, S., & Dwivedi, Y. (2018). Examining branding co-creation in brand communities on social media: Applying the paradigm of Stimulus-Organism-Response. *International Journal of Information Management*, *39*, 169–185. https://doi.org/10.1016/j.ijinfomgt.2017.12.001

Kamenidou, I. C., Mamalis, S. A., Pavlidis, S., & Bara, E.-Z. G. (2019). Segmenting the Generation Z Cohort University Students Based on Sustainable Food Consumption Behavior: A Preliminary Study. *Sustainability*, *11*(3), Article 3. https://doi.org/10.3390/su11030837

Kantabutra, S., & Avery, G. (2011). Follower Effects In The Visionary Leadership Process. *Journal of Business & Economics Research (JBER)*, *4*. https://doi.org/10.19030/jber.v4i5.2665

Kantabutra, S., & Avery, G. C. (2010). The power of vision: Statements that resonate. *Journal of Business Strategy*, *31*(1), 37–45.

Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, *53*(1), 59–68. https://doi.org/10.1016/j.bushor.2009.09.003

Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. *Worldwide Hospitality and Tourism Themes*, *3*(4), 308–318.

Kara, A., & Min, M. K. (2023). Gen Z consumers' sustainable consumption behaviors: Influencers and moderators. *International Journal of Sustainability in Higher Education*, *25*(1), 124–142. https://doi.org/10.1108/IJSHE-08-2022-0263

Katz, R., Ogilvie, S., Shaw, J., & Woodhead, L. (2022). *Gen Z, Explained: The Art of Living in a Digital Age*. University of Chicago Press.

Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, *57*(1), 1–22. https://doi.org/10.1177/002224299305700101

Kenney, M., & Zysman, J. (2016). The Rise of the Platform Economy. *Issues in Science and Technology*, *32*, 61–69.

Kenny, G. (2014). Your company's purpose is not its vision, mission, or values. *Harvard Business Review*, *3*, 285–306.

Keough, K. A., Zimbardo, P. G., & Boyd, J. N. (1999). Who's Smoking, Drinking, and Using Drugs? Time Perspective as a Predictor of Substance Use. *Basic and Applied Social Psychology*, *21*(2), 149–164. https://doi.org/10.1207/S15324834BA210207

Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, *65*(10), 1480–1486. https://doi.org/10.1016/j.jbusres.2011.10.014

Kim, H. (Lina), Kim, Y. G., & Woo, E. (2021). Examining the impacts of touristification on quality of life (QOL): The application of the bottom-up spillover theory. *The Service Industries Journal*, *41*(11–12), 787–802. https://doi.org/10.1080/02642069.2020.1722652

Ko, D.-W., & Stewart, W. P. (2002). A structural equation model of residents' attitudes for tourism development. *Tourism Management*, *23*(5), 521–530. https://doi.org/10.1016/S0261-5177(02)00006-7

Kohli, A. K., & Jaworski, B. J. (1990). Market Orientation: The Construct, Research Propositions, and Managerial Implications. *Journal of Marketing*, *54*(2), 1–18. https://doi.org/10.1177/002224299005400201

Koulopoulos, T., & Keldsen, D. (2016). *Gen Z Effect: The Six Forces Shaping the Future of Business*. Routledge. https://doi.org/10.4324/9781315230337

Krahn, H. J., & Galambos, N. L. (2014). Work values and beliefs of 'Generation X' and 'Generation Y'. *Journal of Youth Studies*, *17*(1), 92–112. https://doi.org/10.1080/13676261.2013.815701

Krajickova, A., Hampl, F., & Lancosova, E. (2022). Visitors' perception of overtourism impacts in a small destination. *Anatolia*, *33*(2), 236–246. https://doi.org/10.1080/13032917.2022.2040915

Krishnan, K. (2001). From Brand Loyalty to E-Loyalty: A Conceptual Framework. *ICEB 2001 Proceedings (Hong Kong, SAR China)*. https://aisel.aisnet.org/iceb2001/29

Kumar, V., & Pansari, A. (2016). Competitive Advantage through Engagement. *Journal of Marketing Research*, *53*(4), 497–514. https://doi.org/10.1509/jmr.15.0044

Kuss, D. J., & Griffiths, M. D. (2011). Online Social Networking and Addiction—A Review of the Psychological Literature. *International Journal of Environmental Research and Public Health*, *8*(9), 3528–3552. https://doi.org/10.3390/ijerph8093528

Kusuma, A. A., Afiff, A. Z., Gayatri, G., & Hati, S. R. H. (2024). Is visual content modality a limiting factor for social capital? Examining user engagement within Instagram-based brand communities. *Humanities and Social Sciences Communications*, *11*(1), 1–13.

Lanier, K. (2017). 5 things HR professionals need to know about Generation Z: Thought leaders share their views on the HR profession and its direction for the future. *Strategic HR Review*, *16*(6), 288–290. https://doi.org/10.1108/SHR-08-2017-0051

Lazarevic, V. (2012). Encouraging brand loyalty in fickle generation Y consumers. *Young Consumers*, *13*(1), 45–61.

Lee, T. H., & Jan, F.-H. (2019). Can community-based tourism contribute to sustainable development? Evidence from residents' perceptions of the sustainability. *Tourism Management*, *70*, 368–380. https://doi.org/10.1016/j.tourman.2018.09.003

Leuthesser, L., & Kohli, C. (1997). Corporate identity: The role of mission statements. *Business Horizons*, *40*(3), 59–66.

Li, F., Larimo, J., & Leonidou, L. C. (2021). Social media marketing strategy: Definition, conceptualization, taxonomy, validation, and future agenda. *Journal of the Academy of Marketing Science*, *49*(1), 51–70. https://doi.org/10.1007/s11747-020-00733-3

Lierop, V., & Petrus, S. A. (2023). *GENERATION Z REACHING ADULTHOOD IN SOCIETY: Perceptions of Generation Z's impact on the construction of Societal Challenges and Organisational Changes in Western Europe: A Qualitative Exploration*. https://urn.kb.se/resolve?urn=urn:nbn:se:mau:diva-62761

Lim, L. Y., Yuen, B. K. P., & Löw, C. (1999). *Urban Quality of Life: Critical Issues and Options*. NUS Press.

Lionello, P., Nicholls, R. J., Umgiesser, G., & Zanchettin, D. (2021). Venice flooding and sea level: Past evolution, present issues, and future projections (introduction to the special issue). *Natural Hazards and Earth System Sciences*, *21*(8), 2633–2641. https://doi.org/10.5194/nhess-21-2633-2021

Lipton, M. (1996). Demystifying the Development of an Organizational Vision. *MIT Sloan Management Review*. https://sloanreview.mit.edu/article/demystifying-the-development-of-an-organizational-vision/

Liu, H., Liu, W., Yoganathan, V., & Osburg, V.-S. (2021). COVID-19 information overload and generation Z's social media discontinuance intention during the pandemic lockdown. *Technological Forecasting and Social Change*, *166*, 120600. https://doi.org/10.1016/j.techfore.2021.120600

Liu, X., Shin, H., & Burns, A. C. (2021). Examining the impact of luxury brand's social media marketing on customer engagement: Using big data analytics and natural language processing. *Journal of Business Research*, *125*, 815–826. https://doi.org/10.1016/j.jbusres.2019.04.042

Maben, S. K., & Gearhart, C. C. (2018). Organizational Social Media Accounts: Moving Toward Listening Competency. *International Journal of Listening*, *32*(2), 101–114. https://doi.org/10.1080/10904018.2017.1330658

Maccoby, M. (2003). Narcissistic Leaders: The Incredible Pros, the Inevitable Cons. In *Leadership Perspectives*. Routledge.

Macke, J., Casagrande, R. M., Sarate, J. A. R., & Silva, K. A. (2018). Smart city and quality of life: Citizens' perception in a Brazilian case study. *Journal of Cleaner Production*, *182*, 717–726. https://doi.org/10.1016/j.jclepro.2018.02.078

Macnamara, J. (2016). Organizational listening: Addressing a major gap in public relations theory and practice. *Journal of Public Relations Research*, *28*(3–4), 146–169. https://doi.org/10.1080/1062726X.2016.1228064

Macnamara, J. (2018). Toward a Theory and Practice of Organizational Listening. *International Journal of Listening*, *32*(1), 1–23. https://doi.org/10.1080/10904018.2017.1375076

Madden, M. (2012, February 24). Privacy management on social media sites. *Pew Research Center*. https://www.pewresearch.org/internet/2012/02/24/privacy-management-on-social-media-sites/

Madrigal, R. (1995). Residents' perceptions and the role of government. *Annals of Tourism Research*, *22*(1), 86–102.

Magano, J., Silva, C., Figueiredo, C., Vitória, A., Nogueira, T., & Pimenta Dinis, M. A. (2020). Generation Z: Fitting Project Management Soft Skills Competencies—A Mixed-Method Approach. *Education Sciences*, *10*(7), Article 7. https://doi.org/10.3390/educsci10070187

Mahapatra, G. P., Bhullar, N., & Gupta, P. (2022). Gen Z: An Emerging Phenomenon. *NHRD Network Journal*, *15*(2), 246–256. https://doi.org/10.1177/26314541221077137

Malaska, P., & Holstius, K. (2011). *Advanced Strategic Thinking: Visionary Management for Leaders*. LAP LAMBERT Academic Publishing.
Mandagi, D. W., & Aseng, A. (2021). *Millennials and Gen Z's perception of social media marketing effectiveness on the festival's branding: The mediating effect of brand gestalt*.
Marzec, M. (2007). Telling the corporate story: Vision into action. *Journal of Business Strategy*, *28*(1), 26–36.
Massaro, M., Mas, F. D., & Bagnoli, C. (2022). Academic Moral Entrepreneurship and Knowledge Translation to Turn Crises Into Opportunities: The Case of VeniSIA. *IEEE Transactions on Engineering Management*, 1–11. https://doi.org/10.1109/TEM.2022.3188035
Matthee, C. (2011). *Towards the two-way symmetrical communication model: The use of social media to create dialogue around brands. Master dissertation, Nelson Mandela Metropolitan University, Port Elizabeth, SA.* https://www.google.com/search?q=Matthee%2C+C.+(2011).+Towards+the+two-way+symmetrical+communication+model%3A+The+use+of+social+media+to+create+dialogue+around+brands.+Master+dissertation%2C+Nelson+Mandela+Metropolitan+University%2C+Port+Elizabeth%2C+SA.&rlz=1C5CHFA_enIT952IT955&oq=Matthee%2C+C.+(2011).+Towards+the+two-way+symmetrical+communication+model%3A+The+use+of+social+media+to+create+dialogue+around+brands.+Master+dissertation%2C+Nelson+Mandela+Metropolitan+University%2C+Port+Elizabeth%2C+SA.&gs_lcrp=EgZjaHJvbWUyBggAEEUYOdIBBzUwMWowajmoAgCwAgE&sourceid=chrome&ie=UTF-8
Mattice, C. (2023). *Gen Z at Work: Their Expectations and How to Meet Them*. https://www.linkedin.com/pulse/gen-z-work-expectations-how-meet-them-mattice-ma-sphr-shrm-scp
McIntosh-Elkins, J., McRitchie, K., & Scoones, M. (2007). From the silent generation to generation x, y and z: Strategies for managing the generation mix. *Proceedings of the 35th Annual ACM SIGUCCS Fall Conference*, 240–246. https://doi.org/10.1145/1294046.1294104
Milano, C. (2017). *Overtourism and Tourismphobia: Global trends and local contexts*. https://doi.org/10.13140/RG.2.2.13463.88481
Millennials are tech savvy. Gen Z's are tech native. (n.d.). Retrieved 13 May 2024, from https://www.top-employers.com/en/insights/talent-strategy/millennials-are-tech-savvy.-gen-zs-are-tech-native/
Moore, C. (2019). *Engaging Gen Z.* https://www.google.com/search?q=Moore+%2C+C.+(2019).+Engaging+Gen+Z.+NCO+Journal.&rlz=1C5CHFA_enIT952IT955&oq=Moore+%2C+C.+(2019).+Engaging+Gen+Z.+NCO+Journal.&gs_lcrp=EgZjaHJvbWUyBggAEEUYOdIBBzQ3NWowajmoAgCwAgE&sourceid=chrome&ie=UTF-8
Mosca, J., & Curtis, K. (2019). *New Approaches to Learning for Generation Z. 19*. https://doi.org/10.33423/jbd.v19i3.2214
Mowforth, M., & Munt, I. (2015). *Tourism and Sustainability: Development, globalisation and new tourism in the Third World* (4th ed.). Routledge. https://doi.org/10.4324/9781315795348
Mukherji, A., & Francis, J. D. (2008). Mutual adaptation in buyer–supplier relationships. *Journal of Business Research*, *61*(2), 154–161. https://doi.org/10.1016/j.jbusres.2007.06.008

Müller, J. M., Buliga, O., & Voigt, K.-I. (2018). Fortune favors the prepared: How SMEs approach business model innovations in Industry 4.0. *Technological Forecasting and Social Change*, *132*, 2–17. https://doi.org/10.1016/j.techfore.2017.12.019

Naab, T. K., & Sehl, A. (2017). Studies of user-generated content: A systematic review. *Journalism*, *18*(10), 1256–1273. https://doi.org/10.1177/1464884916673557

Nadaraja, R., & Yazdanifard, Assoc. Prof. Dr. R. (2013). *Social Media Marketing SOCIAL MEDIA MARKETING: ADVANTAGES AND DISADVANTAGES*.

Nakano, S., & Kondo, F. N. (2018). Customer segmentation with purchase channels and media touchpoints using single source panel data. *Journal of Retailing and Consumer Services*, *41*, 142–152. https://doi.org/10.1016/j.jretconser.2017.11.012

Narver, J. C., Slater, S. F., & MacLachlan, D. L. (2004). Responsive and Proactive Market Orientation and New-Product Success*. *Journal of Product Innovation Management*, *21*(5), 334–347. https://doi.org/10.1111/j.0737-6782.2004.00086.x

Needham, A. (2008). Word of mouth, youth and their brands. *Young Consumers*, *9*(1), 60–62. https://doi.org/10.1108/17473610810857327

Olson, M. E. (2009). The "Millennials": First year in practice. *Nursing Outlook*, *57*(1), 10–17. https://doi.org/10.1016/j.outlook.2008.06.001

Ottman, J. (2017). *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*. Routledge. https://doi.org/10.4324/9781351278683

Parker, G. G., Alstyne, M. W. V., & Choudary, S. P. (2016). *Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You*. W. W. Norton & Company.

Parker, K., & Igielnik, R. (2020). *On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Gen Z So Far*. https://policycommons.net/artifacts/616196/on-the-cusp-of-adulthood-and-facing-an-uncertain-future/1596804/

Pataki-Bittó, F., & Kapusy, K. (2021). Work environment transformation in the post COVID-19 based on work values of the future workforce. *Journal of Corporate Real Estate*, *23*(3), 151–169.

Pentti, M., & Holstius, K. (1999). *Pentti, M., & Holstius, K. (1999). Visionary management. The journal of futures studies, strategic thinking and policy, Camford Publishing Ltd. - Cerca con Google*. https://www.google.com/search?q=Pentti%2C+M.%2C+%26+Holstius%2C+K.+(1999).+Visionary+management.+The+journal+of+futures+studies%2C+strategic+thinking+and+policy%2C+Camford+Publishing+Ltd.&rlz=1C5CHFA_enIT952IT955&oq=Pentti%2C+M.%2C+%26+Holstius%2C+K.+(1999).+Visionary+management.+The+journal+of+futures+studies%2C+strategic+thinking+and+policy%2C+Camford+Publishing+Ltd.&gs_lcrp=EgZjaHJvbWUqBggAEEUYOzIGCAAQRRg7MgYIARBFGDsyBggCEEUYPDIGCAMQRRg8MgYIBBBFGDzSAQc3OThqMGo0qAIAsAIB&sourceid=chrome&ie=UTF-8

Perdana, R., Putrawan, G. E., & Sunyono. (2021). *ICOPE 2020: Proceedings of the 2nd International Conference on Progressive Education, ICOPE 2020, 16-17 October 2020, Universitas Lampung, Bandar Lampung, Indonesia*. European Alliance for Innovation.

Perdue, R. R., Long, P. T., & Allen, L. (1990). Resident support for tourism development. *Annals of Tourism Research*, *17*(4), 586–599.

Peters, K., Chen, Y., Kaplan, A. M., Ognibeni, B., & Pauwels, K. (2013). Social Media Metrics—A Framework and Guidelines for Managing Social Media. *Journal of Interactive Marketing*, *27*(4), 281–298. https://doi.org/10.1016/j.intmar.2013.09.007

Petrova-Antonova, D., & Ilieva, S. (2018). Smart Cities Evaluation – A Survey of Performance and Sustainability Indicators. *2018 44th Euromicro Conference on Software Engineering and Advanced Applications (SEAA)*, 486–493. https://doi.org/10.1109/SEAA.2018.00084

Phelan, J. (2022). *Italy's plan to save Venice from sinking*. BBC. https://www.bbc.com/future/article/20220927-italys-plan-to-save-venice-from-sinking

Pichler, A. (Director). (2012, December 6). *Das Venedig Prinzip* [Documentario, Drammatico, Telegiornale]. Filmtank, Golden Girls Filmproduktion, Miramonte Film.

Pichler, S., Kohli, C., & Granitz, N. (2021). DITTO for Gen Z: A framework for leveraging the uniqueness of the new generation. *Business Horizons*, *64*(5), 599–610. https://doi.org/10.1016/j.bushor.2021.02.021

Pierson, J., & Heyman, R. (2011). Social media and cookies: Challenges for online privacy. *Info*, *13*, 30–42. https://doi.org/10.1108/14636691111174243

Pittman, K., Martin, S., & Williams, A. (2007). Core Principles for Engaging Young People in Community Change. In *Forum for Youth Investment*. Forum for Youth Investment.

Postma, A., & Schmuecker, D. (2017). Understanding and overcoming negative impacts of tourism in city destinations: Conceptual model and strategic framework. *Journal of Tourism Futures*, *3*(2), 144–156. https://doi.org/10.1108/JTF-04-2017-0022

PrakashYadav, G., & Rai, J. (2017). The Generation Z and their social media usage: A review and a research outline. *Global Journal of Enterprise Information System*, *9*(2), 110–116.

Priporas, C.-V., Stylos, N., & Fotiadis, A. K. (2017). Generation Z consumers' expectations of interactions in smart retailing: A future agenda. *Computers in Human Behavior*, *77*, 374–381. https://doi.org/10.1016/j.chb.2017.01.058

Racolţa-Paina, N. D., & Irini, R. D. (2021). Generation Z in the workplace through the lenses of human resource professionals–A qualitative study. *Calitatea*, *22*(183), 78–85.

Ramkissoon, H., & Nunkoo, R. (2011). City Image and Perceived Tourism Impact: Evidence from Port Louis, Mauritius. *International Journal of Hospitality & Tourism Administration*, *12*(2), 123–143. https://doi.org/10.1080/15256480.2011.564493

Rammopo, K. (2016). *Generation Z: The new generation consumer*. https://www.bizcommunity.com/Article/196/347/144912.html

Rampton, J. (2017). *Different Motivations for Different Generations of Workers: Boomers, Gen-X, Millennials, and Gen-Z*. https://www.inc.com/john-rampton/different-motivations-for-different-generations-of-workers-boomers-gen-x-millennials-gen-z.html

Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014). Technology acceptance model (TAM) and social media usage: An empirical study on Facebook. *Journal of Enterprise Information Management*, *27*(1), 6–30. https://doi.org/10.1108/JEIM-04-2012-0011

Reinikainen, H., Kari, J. T., & Luoma-Aho, V. (2020). Generation Z and organizational listening on social media. *Media and Communication*, *8*(2), 185–196.

Renda, A. I., Mendes, J. da C., & Valle, P. O. do. (2014). The Destination is where I Live! Residents' Perception of Tourism Impacts. *Journal of Tourism, Sustainability and Well-Being*, *2*(1), Article 1.

Rohrbeck, R., & Bade, M. (2012). *Environmental Scanning, Futures Research, Strategic Foresight and Organizational Future Orientation: A Review, Integration, and Future Research Directions* (SSRN Scholarly Paper 2080448). https://papers.ssrn.com/abstract=2080448

Roos, M., Watson, J., Wensing, M., & Peters-Klimm, F. (2014). Motivation for career choice and job satisfaction of GP trainees and newly qualified GPs across Europe: A seven countries cross-sectional survey. *Education for Primary Care*, *25*(4), 202–210. https://doi.org/10.1080/14739879.2014.11494278

Ryan, C., & Gu, H. (2012). The Social Impacts of Tourism in a Beijing Hutong—A Case of Environmental Change. In *Urban Tourism in China*. Routledge.

Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, *61*, 101860. https://doi.org/10.1016/j.cedpsych.2020.101860

Saito, R., & Sullivan, T. (2016). The Many Faces, Features and Outcomes of Youth Engagement. *Journal of Youth Development*, *6*, 107–123. https://doi.org/10.5195/JYD.2011.178

Salpini, C. (2017). *Study: 80% of Gen Z purchases influenced by social media*. Retail Dive. https://www.retaildive.com/news/study-80-of-gen-z-purchases-influenced-by-social-media/447249/

Santa, S. L. B., Dias, F. T., Soares, T. C., Souza e Silva, R. S. M. de, Basil, D. G., & Andrade Guerra, J. B. S. O. de. (2023). Measurement Model of Healthy and Sustainable Cities: The Perception Regarding the Sustainable Development Goals. *Sustainability*, *15*(20), Article 20. https://doi.org/10.3390/su152015004

Sashkin, M., & Walberg, H. J. (1993). *Educational Leadership and School Culture*. McCutchan Publishing Corp.

Scales, P. C., Benson, P. L., Roehlkepartain, E. C., Fraher, K., Longfellow, S., Jerabek, A., & Hackel, A. (2010). *Scales, P., Benson, P., Roehlkepartain, E., Fraher, K., Longfellow, S., Jerabek, A., & Hackel, A. (2010). Teen Voice 2010: Relationships That Matter to America's Teens. Best Buy Children's Foundation and Search Institute. - Cerca con Google*. https://www.google.com/search?q=Scales%2C+P.%2C+Benson%2C+P.%2C+Roehlkepartain%2C+E.%2C+Fraher%2C+K.%2C+Longfellow%2C+S.%2C+Jerabek%2C+A.%2C+%26+Hackel%2C+A.+(2010).+Teen+Voice+2010%3A+Relationships+That+Matter+to+America%E2%80%99s+Teens.+Best+Buy+Children%E2%80%99s+Foundation+and+Search+Institute.&rlz=1C5CHFA_enIT952IT955&oq=Scales%2C+P.%2C+Benson%2C+P.%2C+Roehlkepartain%2C+E.%2C+Fraher%2C+K.%2C+Longfellow%2C+S.%2C+Jerabek%2C+A.%2C+%26+Hackel%2C+A.+(2010).+Teen+Voice+2010%3A+Relationships+That+Matter+to+America%E2%80%99s+Teens.+Best+Buy+Children%E2%80%99s+Foundation+and+Search+Institute.&gs_lcrp=EgZjaHJvbWUqBggAEEUYOzIGCAAQRRg7MgYIARBFGDsyBggCEEUYPNIBBzYyMGowajSoAgCwAgE&sourceid=chrome&ie=UTF-8

Schivinski, B., & Dabrowski, D. (2015). The impact of brand communication on brand equity through Facebook. *Journal of Research in Interactive Marketing*, *9*(1), 31–53.

Schlossberg, M. (2016). *Teen Generation Z is being called 'millennials on steroids,' and that could be terrifying for retailers*. Business Insider. https://www.businessinsider.com/millennials-vs-gen-z-2016-2

Schmidt, S., Tyler, K., & Brennan, R. (2007). Adaptation in inter-firm relationships: Classification, motivation, calculation. *Journal of Services Marketing*, *21*(7), 530–537. https://doi.org/10.1108/08876040710824889

Schroth, H. (2019). Are You Ready for Gen Z in the Workplace? *California Management Review*, *61*(3), 5–18. https://doi.org/10.1177/0008125619841006

Schwieger, D., & Ladwig, C. (2018). Reaching and Retaining the Next Generation: Adapting to the Expectations of Gen Z in the Classroom. *Information Systems Education Journal*, *16*(3), 45.

Seemiller, C., & Grace, M. (2016). *Generation Z Goes to College*. John Wiley & Sons.

Seemiller, C., & Grace, M. (2017). Generation Z: Educating and Engaging the Next Generation of Students. *About Campus: Enriching the Student Learning Experience*, *22*(3), 21–26. https://doi.org/10.1002/abc.21293

Seemiller, C., & Grace, M. (2018). *Generation Z: A Century in the Making*. Routledge. https://doi.org/10.4324/9780429442476

Senlier, N., Yildiz, R., & Aktaş, E. D. (2009). A Perception Survey for the Evaluation of Urban Quality of Life in Kocaeli and a Comparison of the Life Satisfaction with the European Cities. *Social Indicators Research*, *94*(2), 213–226. https://doi.org/10.1007/s11205-008-9361-1

Seraphin, H., Sheeran, P., & Pilato, M. (2018). Over-tourism and the fall of Venice as a destination. *Journal of Destination Marketing & Management*, *9*, 374–376. https://doi.org/10.1016/j.jdmm.2018.01.011

Settis, S. (2014). Se Venezia muore. *Einaudi*. https://www.einaudi.it/catalogo-libri/problemi-contemporanei/se-venezia-muore-salvatore-settis-9788806218263/

Sharma, M., & Sharma, A. K. (n.d.). *Digital Media: Worldview Construction of Gen Z. Research Scholar An International Refereed e-Journal of Literary Explorations*. Retrieved 7 May 2024, from https://www.google.com/search?sca_esv=dd1ffd98a4eb7379&rlz=1C5CHFA_enIT952IT955&q=Sharma,+M.,+%26+Sharma,+And).+Digital+Media:+Worldview+Construction+of+Gen+Z.+Research+Scholar+An+International+Refereed+e-Journal+of+Literary+Explorations+.&sa=X&ved=2ahUKEwi1pfnahPuFAxVCg_0HHVAvCqwQ7xYoAHoECAgQAg&biw=1920&bih=923&dpr=1.5

Sharpley, R. (2014). Host perceptions of tourism: A review of the research. *Tourism Management*, *42*, 37–49. https://doi.org/10.1016/j.tourman.2013.10.007

Sheth, J. N., & Sharma, A. (2005). International e-marketing: Opportunities and issues. *International Marketing Review*, *22*(6), 611–622. https://doi.org/10.1108/02651330510630249

Siguaw, J. A., Mattila, A., & Austin, J. R. (1999). The Brand-Personality Scale: An Application for Restaurants. *Cornell Hotel and Restaurant Administration Quarterly*, *40*(3), 48–55. https://doi.org/10.1177/001088049904000319

Sinek, S. (2014, January 4). *How baby boomers screwed their kids—And created millennial impatience*. Salon. https://www.salon.com/2014/01/04/how_baby_boomers_screwed_their_kids_%e2%80%94_and_created_millennial_impatience/

Singaraju, S. P., Nguyen, Q. A., Niininen, O., & Sullivan-Mort, G. (2016). Social media and value co-creation in multi-stakeholder systems: A resource integration approach. *Industrial Marketing Management*, *54*, 44–55. https://doi.org/10.1016/j.indmarman.2015.12.009

Singh, A. P., & Dangmei, J. (2016). Understanding the generation Z: The future workforce. *South-Asian Journal of Multidisciplinary Studies*, *3*(3), 1–5.
Sirkis, G., Regalado-Pezúa, O., Carvache-Franco, O., & Carvache-Franco, W. (2022a). The Determining Factors of Attractiveness in Urban Tourism: A Study in Mexico City, Buenos Aires, Bogota, and Lima. *Sustainability*, *14*(11), Article 11. https://doi.org/10.3390/su14116900
Sirkis, G., Regalado-Pezúa, O., Carvache-Franco, O., & Carvache-Franco, W. (2022b). The Determining Factors of Attractiveness in Urban Tourism: A Study in Mexico City, Buenos Aires, Bogota, and Lima. *Sustainability*, *14*(11), Article 11. https://doi.org/10.3390/su14116900
Sladek, S., & Grabinger, A. (2014). *The first generation of the 21st Century has arrived! XYZ University*. https://www.google.com/search?q=Sladek%2C+S.%2C+%26+Grabinger+%2C+A.+(2014).+The+first+generation+of+the+21st+Century+has+arrived!+XYZ+University.&rlz=1C5CHFA_enIT952IT955&oq=Sladek%2C+S.%2C+%26+Grabinger+%2C+A.+(2014).+The+first+generation+of+the+21st+Century+has+arrived!+XYZ+University.&gs_lcrp=EgZjaHJvbWUqBggAEEUYOzIGCAAQRRg7MgYIARBFGDwyBggCEEUYPNIBBzQ4MWowajeoAgCwAgA&sourceid=chrome&ie=UTF-8
Slater, S. F., & Narver, J. C. (1998). Customer-led and market-oriented: Let's not confuse the two. *Strategic Management Journal*, *19*(10), 1001–1006. https://doi.org/10.1002/(SICI)1097-0266(199810)19:10<1001::AID-SMJ996>3.0.CO;2-4
Steg, L., & Vlek, C. (2009). Encouraging pro-environmental behaviour: An integrative review and research agenda. *Journal of Environmental Psychology*, *29*(3), 309–317. https://doi.org/10.1016/j.jenvp.2008.10.004
Stress in America—Survey: Generation Z stressed about issues in the news but least likely to vote. (2018). Https://Www.Apa.Org. https://www.apa.org/news/press/releases/2018/10/generation-z-stressed
Stumpf, S. A., Colarelli, S. M., & Hartman, K. (1983). Development of the Career Exploration Survey (CES). *Journal of Vocational Behavior*, *22*(2), 191–226. https://doi.org/10.1016/0001-8791(83)90028-3
Stylidis, D., Sit, J., & Biran, A. (2016). An Exploratory Study of Residents' Perception of Place Image: The Case of Kavala. *Journal of Travel Research*, *55*(5), 659–674. https://doi.org/10.1177/0047287514563163
Su, C.-H. (Joan), Tsai, C.-H. (Ken), Chen, M.-H., & Lv, W. Q. (2019). U.S. Sustainable Food Market Generation Z Consumer Segments. *Sustainability*, *11*(13), Article 13. https://doi.org/10.3390/su11133607
Su, L., Chen, W., Zhou, Y., & Fan, L. (2023). Exploring City Image Perception in Social Media Big Data through Deep Learning: A Case Study of Zhongshan City. *Sustainability*, *15*(4), Article 4. https://doi.org/10.3390/su15043311
Sullivan, T. K. (2011). Youth Engagement: More than a method. *University of Minnesota's Center of Youth Development/Research*. http://mnachievementgap.mnnpo.org/shelf_list/doc345_Youth_Engagement_More_than_a_method.pdf
Szpunar, K. K. (2010). Episodic Future Thought: An Emerging Concept. *Perspectives on Psychological Science*, *5*(2), 142–162. https://doi.org/10.1177/1745691610362350

Tabassum, S., Khwaja, M. G., & Zaman, U. (2020). Can narrative advertisement and eWOM influence generation Z purchase intentions? *Information*, *11*(12), 545.
Tattara, G. (2017). Per un turismo sostenibile a Venezia. *Conference*, *4*(2017), 1–21. https://www.researchgate.net/profile/Giuseppe-Tattara/publication/315741410_Per_un_turismo_sostenibile_a_Venezia/links/58e1179892851c36954b224b/Per-un-turismo-sostenibile-a-Venezia.pdf
The 3G Report Top Takeaways. (2017). Bridgeworks. https://www.generations.com/insights/the-3g-report-top-takeaways
The everything guide to gen z. (2016). https://www.studocu.com/row/document/universite-sultan-moulay-slimane/marketing-fondamental/the-everything-guide-to-gen-z/48803483
The Gen Z Activism Survey. (2024). United Way NCA. https://unitedwaynca.org/blog/gen-z-activism-survey/
The Impact Of Mass Tourism In Venice—Venezia Autentica. (2022, February 12). https://veneziaautentica.com/impact-tourism-venice/
Tilson, D., Lyytinen, K., & Sørensen, C. (2010). **Research Commentary** —Digital Infrastructures: The Missing IS Research Agenda. *Information Systems Research*, *21*(4), 748–759. https://doi.org/10.1287/isre.1100.0318
Tourist arrivals in Venice 2023. (2024). Statista. https://www.statista.com/statistics/732406/overnight-tourist-arrivals-in-venice-italy/
Trancoso González, A. (2018). Venice: The problem of overtourism and the impact of cruises. *Investigaciones Regionales = Journal of Regional Research*, *42*, 35–51.
Travel and Tourism Economic Impact 2022—Global trends. (2022). [World Travel & Tourism Council (WTTC)]. https://wttc.org/Portals/0/Documents/Reports/2022/EIR2022-Global%20Trends.pdf/https://wttc.org/Portals/0/Documents/Reports/2022/EIR2022-Global%20Trends.pdf
Tuli, K. R., Kohli, A. K., & Bharadwaj, S. G. (2007). Rethinking Customer Solutions: From Product Bundles to Relational Processes. *Journal of Marketing*, *71*(3), 1–17. https://doi.org/10.1509/jmkg.71.3.001
Turner, A. (2015). Generation Z: Technology and social interest. *The Journal of Individual Psychology*, *71*(2), 103–113.
Tuten, T., & Angermeier, W. (2013). Before and Beyond the Social Moment of Engagement: Perspectives on the Negative Utilities of Social Media Marketing. *Management & Prospective*, *30*(3), 69–76. https://doi.org/10.3917/g2000.303.0069
Tuten, T. L., & Solomon, M. R. (2018). *Social Media Marketing*. SAGE Publications.
Twenge, J. M. (2017). *iGen: Why Today's Super-Connected Kids Are Growing Up Less Rebellious, More Tolerant, Less Happy--and Completely Unprepared for Adulthood--and What That Means for the Rest of Us*. Simon and Schuster.
Uitz, I. (2012). Social Media-Is It Worth the Trouble? *Journal of Internet Social Networking & Virtual Communities*, *2012*, 1.
Umgiesser, G. (2020). The impact of operating the mobile barriers in Venice (MOSE) under climate change. *Journal for Nature Conservation*, *54*, 125783. https://doi.org/10.1016/j.jnc.2019.125783
Umgiesser, G., Bajo, M., Ferrarin, C., Cucco, A., Lionello, P., Zanchettin, D., Papa, A., Tosoni, A., Ferla, M., Coraci, E., Morucci, S., Crosato, F., Bonometto, A., Valentini, A., Orlić, M.,

Haigh, I. D., Nielsen, J. W., Bertin, X., Fortunato, A. B., … Nicholls, R. J. (2021). The prediction of floods in Venice: Methods, models and uncertainty (review article). *Natural Hazards and Earth System Sciences*, *21*(8), 2679–2704. https://doi.org/10.5194/nhess-21-2679-2021

Umunna, J. (2021). Social Media Marketing Strategies for Increasing Customer Engagement. *Walden Dissertations and Doctoral Studies*. https://scholarworks.waldenu.edu/dissertations/10859

UNESCO World Heritage. (2023). *Extended 45th session of the World Heritage Committee*. UNESCO World Heritage Centre. https://whc.unesco.org/en/sessions/45COM

University, S. (2022, January 3). What to know about Gen Z. *Stanford News*. https://news.stanford.edu/2022/01/03/know-gen-z/

Usher, A., Lambert, J., & Mirzazadeh, C. (2014). *Moving On? How Students Think About Choosing a Place to Live After Graduation*. Higher Education Strategy Associates Intelligence. https://higheredstrategy.com/wp-content/uploads/2014/09/Intelligence-Brief-10-Where-to-live.pdf

Uysal, M., Woo, E., & Singal, M. (2012). The Tourist Area Life Cycle (TALC) and Its Effect on the Quality-of-Life (QOL) of Destination Community. In M. Uysal, R. Perdue, & M. J. Sirgy (Eds.), *Handbook of Tourism and Quality-of-Life Research: Enhancing the Lives of Tourists and Residents of Host Communities* (pp. 423–443). Springer Netherlands. https://doi.org/10.1007/978-94-007-2288-0_25

van der Borg, J. (2017). Sustainable tourism in venice: What lessons for other fragile cities. In *Fragile and resilient cities on water: Perspectives from Venice and Tokyo*. Cambridge Scholars Publishing. https://iris.unive.it/bitstream/10278/3703294/1/484376.pdf

Vavassori, A. (2022). *Exploring Globalized Scenarios: The Case of Two Organizations in Venice, VeniSIA and Venywhere, that Aim at Contrasting Through Remote Work the Depopulation of Its Historic Centre*. https://munin.uit.no/handle/10037/25903

Venice Climate Change Impact & Insights. (2024, February 24). *Zero Hour Climate*. https://www.zerohourclimate.org/venice-italy-climate-change/

Venice Launches Entrance Tickets to Tackle Overtourism During Peak Weekends. (2024, January 31). ArchDaily. https://www.archdaily.com/1012801/venice-launches-entrance-tickets-to-tackle-overtourism-during-peak-weekends

Venice population. The real reason why the Venetians leave. (2019, October 2). https://allaboutvenice.com/venice-population/

Venice: Residents by area 1871-2023. (2024). Statista. https://www.statista.com/statistics/1454765/venice-population/

Venice Sustainability Innovation Accelerator. (n.d.). VeniSIA. Retrieved 10 May 2024, from https://www.venisia.org/

VeniSIA Accelerator (Director). (2022a, February 3). *VeniSIA at the Opening of the Italian Pavillon Expo Dubai – October 2021*. https://www.youtube.com/watch?v=CzoMv7qVGow

VeniSIA Accelerator (Director). (2022b, February 4). *Sostenibilità per le PMI di Assindustria VenetoCentro, Dicembre 2021*. https://www.youtube.com/watch?v=vrveHm5JwqU

Venkatesan, R. (2017). Executing on a customer engagement strategy. *Journal of the Academy of Marketing Science*, *45*(3), 289–293. https://doi.org/10.1007/s11747-016-0513-6

Vo, M. (2019). *Engaging Generation Z through Corporate Social Responsibility* [fi=AMK-opinnäytetyö|sv=YH-examensarbete|en=Bachelor's thesis|]. http://www.theseus.fi/handle/10024/260816
Vos, M. (2016). *Reputation monitoring* (pp. 657–659).
Walker, J. A. (2006). Intentional youth programs: Taking theory to practice. *New Directions for Youth Development*, *2006*(112), 75–92. https://doi.org/10.1002/yd.194
Wang, D., Zhang, B., Wu, Y., & Zhang, X. (2023). Generational homogeneity and heterogeneity in city image perception: An explorative study of Guangzhou. *Place Branding and Public Diplomacy*, *19*(1), 128–142. https://doi.org/10.1057/s41254-021-00250-2
Waterloo, S. F., Baumgartner, S. E., Peter, J., & Valkenburg, P. M. (2018). Norms of online expressions of emotion: Comparing Facebook, Twitter, Instagram, and WhatsApp. *New Media & Society*, *20*(5), 1813–1831. https://doi.org/10.1177/1461444817707349
Waters, J., Marzano, R., & McNulty, B. (2004). Leadership That Sparks Learning. *Educational Leadership*, *61*.
Waworuntu, E. C., Mandagi, D. W., & Pangemanan, A. S. (2022). 'I See It, I Want It, I Buy It': The Role of Social Media Marketing in Shaping Brand Image and Gen Z's Intention to Purchase Local Product. *Society*, *10*(2), 351–369.
Weiss, H. B., Little, P. M., & Bouffard, S. M. (2005). More than just being there: Balancing the participation equation. *New Directions for Youth Development*, *105*, 15–31.
What is Gen Z? (2023). McKinsey & Company. https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-gen-z
Williams, A. (2015). *Move Over, Millennials, Here Comes Generation Z - The New York Times*. https://www.nytimes.com/2015/09/20/fashion/move-over-millennials-here-comes-generation-z.html
Williams, M. (2020, July 5). A tale of 2 cities: Venice residents torn between mass tourism and a more harmonious existence. *CBC News*. https://www.cbc.ca/news/world/venice-covid-tourism-economy-1.5636741
Wish, N. B. (1986). Are We Really Measuring the Quality of Life?Well-being Has Subjective Dimensions, As Well As Objective Ones. *The American Journal of Economics and Sociology*, *45*(1), 93–99. https://doi.org/10.1111/j.1536-7150.1986.tb01906.x
Woo, E., Kim, H. (Lina), & Kim, Y. G. (2022). Touristification phenomenon and support for tourism development. *Anatolia*, *33*(1), 65–78. https://doi.org/10.1080/13032917.2021.1906287
Wooten, C. (2018). *Gen Z- The DIY Generation*. https://www.linkedin.com/pulse/gen-z-diy-generation-carrie-wooten
Worldwide, E. R. (2001). Millenials: The Challenger Generation. *Prosumer Report*, *11*, 4.
Xie, K., Wu, Y., Xiao, J., & Hu, Q. (2016). Value co-creation between firms and customers: The role of big data-based cooperative assets. *Information & Management*, *53*(8), 1034–1048. https://doi.org/10.1016/j.im.2016.06.003
Yaakop, A., Anuar, M. M., & Omar, K. (2013). Like it or not: Issue of credibility in Facebook advertising. *Asian Social Science*, *9*(3), 154.
Yayla, Ö., Koç, B., & Dimanche, F. (2023). Residents' support for tourism development: Investigating quality-of-life, community commitment, and communication. *European Journal of Tourism Research*, *33*, 3311. https://doi.org/10.54055/ejtr.v33i.2762

Youniss, J., & Hart, D. (2005). Intersection of social institutions with civic development. *New Directions for Child and Adolescent Development*, *2005*(109), 73–81. https://doi.org/10.1002/cd.139

Zahoor, S. Z., & Qureshi, I. H. (2017). Social Media Marketing and Brand Equity: A Literature Review. *IUP Journal of Marketing Management*, *16*(1). https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=09726845&AN=123164594&h=X6KL%2BdC2BiLBxsyfoVD7ruBQmKNj3rbMR8lnnlstRtUXQB1M91skE%2BBqquatxmLRB0QoOzIsR%2BNOs%2B9Buw4kDQ%3D%3D&crl=c

Zanchettin, D., Bruni, S., Raicich, F., Lionello, P., Adloff, F., Androsov, A., Antonioli, F., Artale, V., Carminati, E., Ferrarin, C., Fofonova, V., Nicholls, R. J., Rubinetti, S., Rubino, A., Sannino, G., Spada, G., Thiéblemont, R., Tsimplis, M., Umgiesser, G., … Zerbini, S. (2021). Sea-level rise in Venice: Historic and future trends (review article). *Natural Hazards and Earth System Sciences*, *21*(8), 2643–2678. https://doi.org/10.5194/nhess-21-2643-2021

Zanini, F., Lando, F., & Bellio, M. (2008). *Effects of Tourism on Venice: Commercial Changes Over 30 Years* (SSRN Scholarly Paper 1292198). https://doi.org/10.2139/ssrn.1292198

Zanini, S. (2017). Tourism pressures and depopulation in Cannaregio: Effects of mass tourism on Venetian cultural heritage. *Journal of Cultural Heritage Management and Sustainable Development*, *7*(2), 164–178. https://doi.org/10.1108/JCHMSD-06-2016-0036

Żarczyńska-Dobiesz, A., & Chomątowska, B. (2014). Generation "Z" in the labour market—The challenge for human resource management. *Prace Naukowe Uniwersytetu Ekonomicznego We Wrocławiu*, *350*. https://www.ceeol.com/search/article-detail?id=288441

Zeithaml, V. A., Bolton, R. N., Deighton, J., Keiningham, T. L., Lemon, K. N., & Petersen, J. A. (2006). Forward-Looking Focus: Can Firms Have Adaptive Foresight? *Journal of Service Research*, *9*(2), 168–183. https://doi.org/10.1177/1094670506293731

Zeldin, S., Camino, L., & Calvert, M. (2007). Toward an understanding of youth in community governance: Policy priorities and research directions. *Análise Psicológica*, *25*(1), 77–95.

Zhang, X., Liu, S., Chen, X., & Gong, Y. (Yale). (2017). Social capital, motivations, and knowledge sharing intention in health Q&A communities. *Management Decision*, *55*(7), 1536–1557. https://doi.org/10.1108/MD-10-2016-0739

Zhou, M., Matsika, C., Zhou, T. G., & Chawarura, W. I. (2022). Harnessing Social Media to Improve Educational Performance of Adolescent Freshmen in Universities. In *Impact and Role of Digital Technologies in Adolescent Lives* (pp. 51–63). IGI Global. https://doi.org/10.4018/978-1-7998-8318-0.ch005

APPENDIX

Questionnaire on the city of Venice

Section 1: general information about Venice

Do you live or have you ever lived in Venice?

- Yes
- No

If no, have you ever visited Venice?

- Yes
- No

If yes, how often did you visit Venice?

- Once
- More than once

On a scale from 1 to 5, where 1 is negative and 5 is positive, how would you rate Venice?

What is the thing you are most interested in about Venice? (you can select up to 3 items)

- Monuments and historical sites
- Public spaces, parks, and gardens
- Shops and commercial services
- Museums and art galleries
- Theaters, concerts, and nightlife
- Public services
- Festivals and events
- Other…

What are the first three words that come to your mind when you think about Venice?

Do you believe Venice is a sustainable tourist destination?

- Yes
- No

For each of the following factors related to quality of life, indicate your opinion regarding Venice where: 1= strongly agree, 2=agree, 3=neutral, 4=disagree and 5=strongly disagree

- It is easy to find a job
- It is easy to find good housing at a reasonable price
- You feel safe in this city
- Public Transport are efficient and well organized
- Air pollution is a big problem
- The city is a clean city
- There are lot of public services (e.g. bank and postal branches, shops, hospitals and health care facilities)

For each of the following statements regarding the impact of tourism, indicate your opinion regarding Venice where: 1= strongly agree, 2=agree, 3=neutral, 4=disagree and 5=strongly disagree

- Increasing the number of tourists improves the local economy
- Tourism development provides good jobs for residents
- Tourism contributes to the natural environment preservation
- Tourism leads to more litter in our streets
- Tourism does not increase the amount of crimes
- Tourism does not unfairly increase property prices
- Career opportunities and choice of the city to live in

Section 2: Career opportunities and choice of the city to live in

Rank the following factors based on the importance when considering a job opportunity where: 1=very important, 2=important, 3=indifferent, 4=slightly important and 5=not important at all

- Compatibility with family life
- Autonomy and independence
- Good salary
- Interest in the field
- Location
- Personal values
- Professional development opportunities

- Proximity to home

Do you see yourself living and working in Venice in the next five years?

- Yes
- No
- Maybe

How would you rate the job market and career opportunities in the city?

- Excellent
- Good
- Fair
- Poor
- Very poor
- Not sure / Don't know

Do you believe there are enough commercial activities in Venice to easily find employment?

- Yes
- No

For each of the following factors, indicate the level of importance they would have if you were to decide to change the city you live in, where: 1=very important, 2=important, 3=indifferent, 4=slightly important and 5=not important at all

- Job opportunities
- Access to healthcare facilities
- Safety/Low crime rates
- Diverse and tolerant population
- Quality of public transportation
- Proximity to family/friends
- Cost of living
- Presence of green spaces
- Access to cultural events and services
- Climate/Weather

Which of the following channels do you use to gather information about a city? (select up to 3 responses)

- Conversations with friends/family members
- Websites
- Facebook
- Radio
- TV programs
- Print newspapers/magazines
- YouTube
- Twitter
- Instagram
- TikTok

Section 3: Personal data

Where are you from?

Year of birth

Gender

- Female
- Male
- Nonbinary
- Prefer not to say

What is your level of education?

- Middle school
- High school
- Bachelor's degree
- Master's degree
- PhD

Which of the following categories best describes your occupation?

- Employed
- Unemployed
- Not employed and not seeking employment
- Student

What is your household income?

- €0 - €19,999
- €20,000 - €39,999
- €40,000 - €59,999
- €60,000 - €79,999
- More than €90,000
- Prefer not to answer

Every year Venice is visited by 20million tourists – and loses about 1,000 residents (Ghiglione, 2018).
Venice residents dropped from 175.000 in 1951 to 50.000 in 2022 (The Impact of Mass Tourism in Venice - Venezia Autentica, 2022).

Were you aware about the problem outlined by these two statements?

- Yes
- No