

# Chapter 8


# Internal Marketing and Competitiveness in Hotels:

## A Case Study in a Greek Context

**Helder Pires**

*Polytechnic University of Cávado and Ave, Portugal*

**Bruno Barbosa Sousa**

 <https://orcid.org/0000-0002-8588-2422>

*Applied Management Research Unit (UNIAG), School of Hospitality and Tourism, Polytechnic University of Cávado and Ave (IPCA), Barcelos, Portugal*

### **ABSTRACT**

*This chapter presents a reflection on the importance of internal marketing and human resources management in the competitiveness and differentiation of the hotel industry, particularly in the Greek context. As tourism is a science that has evolved greatly over time, it was necessary to analyze and carry out a literature review on its evolution and development over time, as well as the phenomenon of seasonality and its impacts and how marketing, through a branch focused on endomarketing and the study of consumer behavior, both internal and external, can help combat seasonality. From an interdisciplinary perspective, this chapter provides insights for marketing, tourism and hotel management.*

### **INTRODUCTION**

Tourism, as an area of research, has expanded its scope, reflecting a growing recognition in the academic community, parallel to the application of interdisciplinary

DOI: 10.4018/979-8-3693-8608-8.ch008

concepts and methods (Marques et al., 2024). In fact, tourism research has studied its various implications from a multitude of perspectives and with interdisciplinary perceptions (Sousa et al., 2024, 2024). This chapter presents a preliminary reflection on the importance of internal marketing and human resources management in the competitiveness and differentiation of the hotel industry, particularly in the Greek context. As tourism is a science that has evolved greatly over time, it was necessary to analyze and carry out a literature review on its evolution and development over time, as well as the phenomenon of seasonality and its impacts and how marketing, through a branch focused on endomarketing and the study of consumer behavior, both internal and external, can help combat seasonality. From an interdisciplinary perspective, this chapter provides insights for marketing, tourism and hotel management.

## **TOURISM AND HUMAN RESOURCES MANAGEMENT**

Tourism is a phenomenon that moves millions of people around the world, taking as a major driver of the global economy. Every year, much due to the frequent changes in the tourism environment, fosters competition between and within tourist destinations (Santos, Ramos & Sousa, 2021). Tourism has undergone multiple evolutions over the centuries. Until a few years ago, its definition was a constant evolution, always adapting to its complexity and enormous size, and even today it is often characterized in some situations, so it is an area of study that is always focused on adapting to its own needs and improvements in order to be as comprehensive as possible, always remaining faithful to its principles defined from the beginning. The earliest signs of the existence of tourism date back to Ancient Greece and the Roman Empire, where free time was initially valued by the upper classes of society, where culture and sport was the most frequent choice among the Greeks and Romans, giving rise to events that last to this day, such as the Olympic Games and, although in other religious aspects than Christianity, the famous pilgrimages and, in times gone by, visits to Egyptian monuments by the region's wealthiest families, later evolving into longer-distance trips, thus broadening tourism horizons beyond regional trips, allowing people to get to know other cultures, which led to its later creation in the 19th century, largely due to the Industrial Revolution. Tourism around the world suffered a huge blow in 2020 due to the pandemic, but in 2023 it managed to recover the figures presented in 2019, the last peak of evolution and growth trend, recording a total of 1.5 billion dollars in 2023, an increase of 97% after adjusting for inflation of -3%, thus increasing 28% compared to 2023, largely due to the return of international travel. In comparison and looking in more detail at all the continents when it comes to export earnings from international tourism, it

6 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/chapter/internal-marketing-and-competitiveness-in-hotels/401536](http://www.igi-global.com/chapter/internal-marketing-and-competitiveness-in-hotels/401536)

## Related Content

---

### The Augmented Reality Marketing: A Merger of Marketing and Technology in Tourism

Sumesh S. Dadwal and Azizul Hassan (2015). *Emerging Innovative Marketing Strategies in the Tourism Industry* (pp. 78-96).

[www.irma-international.org/chapter/the-augmented-reality-marketing/134470](http://www.irma-international.org/chapter/the-augmented-reality-marketing/134470)

### Developing Green Curriculum towards Sustainable Education

Dawn Putney, Robert C. Morris and Peter R. Sargent (2016). *International Journal of Technology and Educational Marketing* (pp. 34-51).

[www.irma-international.org/article/developing-green-curriculum-towards-sustainable-education/146186](http://www.irma-international.org/article/developing-green-curriculum-towards-sustainable-education/146186)

### An Investigation of the Evaluation of the Viral Marketing Research

Antonius Raghubsie, Hatem El-Gohary and Chandrani Samaradivakara (2013). *International Journal of Online Marketing* (pp. 1-27).

[www.irma-international.org/article/an-investigation-of-the-evaluation-of-the-viral-marketing-research/109841](http://www.irma-international.org/article/an-investigation-of-the-evaluation-of-the-viral-marketing-research/109841)

### Audiobranding and Its Importance to Your Personal Brand: New Ways to Communicate Our Messages through Sound

Raúl Terol (2017). *Digital Tools for Academic Branding and Self-Promotion* (pp. 186-198).

[www.irma-international.org/chapter/audiobranding-and-its-importance-to-your-personal-brand/170881](http://www.irma-international.org/chapter/audiobranding-and-its-importance-to-your-personal-brand/170881)

### Content Marketing With Search Engine Optimization: Fostering Successful Businesses in Online Marketing 6.0

Bhupinder Singh, Kittisak Wongmahesak and Saurabh Chandra (2025). *Practical Strategies and Case Studies for Online Marketing 6.0* (pp. 17-36).

[www.irma-international.org/chapter/content-marketing-with-search-engine-optimization/379273](http://www.irma-international.org/chapter/content-marketing-with-search-engine-optimization/379273)