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**Over-tourism in the Destination Lisbon:
The Challenge of Implementing Effective Management Strategies to Alleviate City
Strain**

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Abstract:

This thesis critically examines the social and environmental impacts of over-tourism in Lisbon and evaluates potential strategies for sustainable tourism management. Employing a mixed-methods approach, qualitative insights from expert interviews are complemented by a quantitative survey conducted among locals, temporary residents, and tourists. The findings highlight significant challenges, including gentrification, escalating housing costs, and environmental strain, all of which contribute to a decline in local quality of life. Strategies such as stricter regulation of short-term rentals, the implementation of tourist caps, and the promotion of traditional culture emerge as key recommendations. This study aims to contribute to the discourse on sustainable city tourism by offering evidence-based recommendations tailored to Lisbon's unique context.

Keywords: City Tourism, Gentrification, Lisbon, Over-Tourism, Socio-Environmental Impacts, Tourism Management

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1. Introduction

In recent decades, city tourism has seen unprecedented growth, especially in European capitals such as Lisbon. Strategic marketing initiatives, affordable flight connections, and the increasing popularity of cruise tourism have positioned Lisbon as a prominent global destination (Universidade de Lisboa et al. 2023).

While this growth has contributed significantly to the city's economic and cultural vitality, it has also brought pressing challenges: the rising influx of visitors has strained Lisbon's infrastructure, intensified housing shortages, and led to the displacement of long-term residents (Ribeiro and Torkington 2023).

This phenomenon, often referred to as over-tourism, describes the negative consequences of excessive tourist activity that overwhelm a destination's capacity to sustain its social, cultural, and environmental resources. Over-tourism has particularly affected neighborhoods like Alfama and Bairro Alto, transforming their socio-economic dynamics and threatening their cultural authenticity. The interconnection between tourism, gentrification, and the erosion of community life underscores the need for effective policy measures, including stricter regulations on short-term rentals, increased tourist taxes, and strategies to stabilize the housing market (Daly, Dias, and Patuleia 2020).

This thesis explores the societal and environmental impacts of over-tourism in Lisbon, combining theoretical research with an empirical study based on surveys and expert interviews. The central question guiding this research is: *What are the most significant negative implications of over-tourism on Lisbon's society and environment, and what effective management strategies can be developed to address these challenges?*

By analyzing these impacts and evaluating existing management strategies, the study aims to offer evidence-based recommendations to alleviate the pressures of over-tourism in Lisbon and contribute to more balanced and responsible city tourism practices.

2. Theoretical Foundation

This chapter examines the evolution of city tourism, its definitions, and the impacts of over-tourism, with a particular focus on Lisbon's development as a tourism destination. It explores how historical trends and modern challenges have influenced the city's socio-economic and environmental landscape, offering a detailed perspective on the complexities of city tourism.

2.1 Definitions of City Tourism and Historical Background

City tourism is a complex concept with no universally agreed-upon definition, as its interpretation varies depending on the characteristics and context of individual cities (Darbellay and Stock 2012). It encompasses a wide range of activities, such as sightseeing, cultural experiences, event participation, and leisure shopping, all of which are highly dependent on human-made resources (M. Rahnama, Amirali Kharazmi 2013).

The World Tourism Organization (1993) refers city tourism to activities carried out by individuals who travel and stay in a destination outside their usual place of residence for a period of less than one year, regardless of whether the purpose is leisure, business, or other motivations (World Tourism Organization 1993).

The concept of city tourism has its roots in ancient times, with Greeks and Romans traveling to cities for business and political purposes over 2,000 years ago, often regarded as the original form of travel (Freyer 2011). In the 17th century, the Grand Tour emerged as a key practice among the German nobility, serving as an early model of educational travel aimed at exploring political and cultural centers (Spektrum Akademischer Verlag 2001). This tradition laid the groundwork for modern group travel, which expanded significantly in the late 19th century due to technological advancements like the steam locomotive and labor laws granting paid leave (Swienty and Stiehl 2011)

City tourism underwent a renaissance in the 1990s, driven by the rise of low-cost airlines, affordable Airbnb accommodations, and higher disposable incomes, particularly among the middle class and those aged 50 and over (Kagermeier and Erdmenger 2019).

This resurgence made cities appealing for short-term, experience-driven travel, offering diverse activities such as cultural visits, shopping, and events within compact city spaces. These factors continue to attract a broad range of travelers in the 21st century, reflecting the evolving demands of modern tourism (Swienty and Stiehl 2011).

2.2 Over-tourism Conceptual Definition and Characteristics

Over-tourism has emerged as a central topic in tourism research and is marked by the overcrowding of destinations and its negative impacts on both residents and visitors. Despite its growing importance, the term also lacks a universally agreed definition, as its interpretation often depends on differing perspectives. Goodwin describes over-tourism as a situation where the sheer number of visitors leads both locals and tourists to feel that their quality of life or experience has been unacceptably compromised (Goodwin, H. 2017). Milano, C, Cheer, J. M, and Novelli, M (2018) build on this by highlighting the lasting social consequences of overcrowding, including disruptions to daily life and the well-being of residents.

Recent attempts to define over-tourism frequently rely on capacity-oriented models that focus on physical, social, or environmental thresholds (Peeters et al. 2018). However, while helpful, these models often overlook the adaptive capabilities of destinations (Coccosis, H and Alexandra Mexa 2017).

Especially the rise of low-cost airlines, the expansion of digital booking platforms, and the concentration of tourists in overly promoted destinations are key drivers of over-tourism, as they, combined with inadequate planning, push cities and regions beyond their capacity to sustain visitor numbers (Capocchi et al. 2019). Social impacts such as overcrowded spaces, rising rents due to platforms like Airbnb, and increasing tensions between locals and tourists

are becoming increasingly visible (Amore, De Bernardi, and Arvanitis 2022). In response to these challenges, destinations have implemented visitor caps, tourist taxes, and stricter accommodation regulations. While effective in the short term, these measures, however, often overlook root causes. The COVID-19 pandemic highlighted the potential for radical changes in tourism management driven by external shocks (Chaney and Seraphin 2021).

2.3 Lisbon as a Tourism Destination

2.3.1 Overview of Lisbon Tourism Industry according to TravelBI 2023

Lisbon, Portugal's capital, has significantly advanced its tourism sector in recent years. With an estimated population of 3,014,610 in the Lisbon metropolitan area in 2024, the city recorded a population growth of 0.47% compared to the previous year (TravelBI 2023). The tourism sector also experienced significant growth in 2023. A total of 8.8 million arrivals were recorded, with most visitors coming from abroad (6.5 million arrivals), reflecting a 19% increase in tourist numbers compared to 2022. The strongest growth in guest arrivals compared to 2022 came from the United States (+33.9%), Italy (+18.7%), and Brazil (+18.4%) (TravelBI 2023).

In 2023, the number of overnight stays reached 20.26 million, an increase of 12.6% compared to 2022. International guests accounted for the majority, with 16 million overnight stays, including 2.4 million stays by visitors from the United States alone. The average length of stay in 2023 was approximately 2.3 nights, remaining constant compared to previous years (TravelBI 2023).

Another notable trend is the growth of rural tourism. In 2023, rural tourism accounted for 75,500 overnight stays, reflecting a 33.7% increase compared to the previous year. Hotel revenues also showed significant growth in 2023, reaching €1.9 billion, an increase of 24.5% compared to the previous year and 39.1% higher than pre-pandemic levels. The average revenue per available room (RevPAR) was €95.3, representing an 18.6% increase compared to 2022

and a 29.3% rise compared to 2019. Room occupancy rates rose to 72.5%, while bed occupancy rates were 58.1% (TravelBI 2023).

Furthermore, the statistics highlight impressive growth in cruise tourism. In 2023, a total of 758,328 cruise passengers were recorded, a 54% increase compared to the previous year. The number of passengers embarking and disembarking grew sharply to 204,004, an increase of 131% compared to the previous year.

These figures underscore Lisbon's rising importance as a popular destination and a major hub for cruises. Airport traffic also showed an upward trend, with 16.9 million passenger movements recorded in 2023, including nearly 15 million international passengers, representing a 19.6% increase compared to the previous year (TravelBI 2023).

2.3.2 Lisbon`s challenges with over-tourism and measures implemented

In recent years, mass tourism has posed significant challenges for Lisbon, reshaping the city's structure and deeply affecting the daily lives of its residents. Following the pandemic, a sharp increase in visitor numbers exacerbated pre-existing social and environmental pressures. The roots of Lisbon's housing crisis can be traced back to the 2007/2008 financial crisis, during which austerity measures and economic deregulation were introduced under the Troika bailout. The "Golden Visa" program, granting EU residency in exchange for property investments exceeding €500,000, further accelerated the influx of foreign investors into the housing market, fundamentally altering property dynamics (Matoušek 2023).

Simultaneously, Lisbon's marketing strategies positioned it as a global hotspot for tourists, digital nomads, and start-ups. This boom led to the widespread conversion of residential apartments into short-term rentals, facilitated by relaxed rental laws. By 2020, over 20,000 properties had been registered as tourist accommodations, with some neighborhoods seeing a drastic reduction in housing availability for locals (Matoušek 2023). The strain on the city's infrastructure became evident in historic neighborhoods like Alfama and Baixa, where

attractions such as tram line 28 and tuk-tuk tours drew overwhelming crowds. These pressures rendered essential local amenities increasingly inaccessible, contributing to overcrowding, delays, and a strain on waste management and public transport systems (Ribeiro and Torkington 2023). The housing crisis has escalated, with soaring property values and rental prices displacing long-term residents. Platforms like Airbnb have amplified this trend, prioritizing short-term tourist rentals over long-term housing for locals, further accelerating gentrification. This transformation has reshaped Lisbon's social fabric, replacing established communities with transient visitors. Environmental concerns are equally pressing. Cruise ships docking in Lisbon emit significant pollutants, worsening air quality, while rising water consumption during the summer months has strained local resources, raising questions about the sustainability of tourism development. Cultural shifts compound these challenges; neighborhoods like Alfama, once celebrated for their authenticity and vibrant Fado music scene, are increasingly dominated by tourist-oriented establishments, prioritizing commercial interests over local needs (Ribeiro and Torkington 2023).

In response to these mounting challenges, social movements such as Vida Justa, Porta a Porta, and Casas Para Viver have emerged to advocate for affordable housing. However, despite protests over rising living costs and housing shortages, the government's response has been criticized as vague and ineffective. In the 2021 local elections and the 2024 national elections, the Social Democrats a center-right party came to power but faced criticism for downplaying the housing crisis. This lack of action led activists and academics to establish the Movement for a Housing Referendum (MRH), inspired by Berlin's Deutsche Wohnen & Co. enteignung initiative, to push for concrete housing reforms through a referendum (Matoušek 2023).

To address tourism impacts, Lisbon announced an increase in the tourist tax from €2 to €4 per overnight stay, effective September 1, 2024. The funds are assigned to city hygiene and public transport improvements, with adjustments to reflect the concentration of tourists in specific

areas. Furthermore, a €2 shore leave fee for cruise passengers was introduced in January 2024, projected to generate €1.2 million annually for infrastructure projects (Frank 2023).

3. Methodological Approach

The methodology adopted in this thesis is to investigate the significant negative impacts of over-tourism in Lisbon and identify effective management strategies relies on a mixed-methods approach, combining qualitative expert interviews with a quantitative survey.

The qualitative analysis focuses on expert insights regarding key challenges and management strategies, while the survey captures the perspectives of locals, temporary residents, and tourists, offering a broader contextual understanding. The qualitative data was evaluated using Mayring's content analysis to systematically uncover central themes, while the quantitative survey data was integrated using descriptive statistics and visuals. This approach provides a comprehensive basis for understanding the issue and developing actionable strategies for sustainable tourism.

3.1 Qualitative Analysis Expert Interviews

3.1.1 Sample Selection of Experts

The experts for this study were selected using Patton's (2002) sampling approach to ensure the inclusion of individuals with specialized expertise and practical experience that are directly relevant to the research question of analyzing over-tourism in Lisbon (Patton 2002). In total, nine expert interviews were conducted, both orally and in written form, to ensure flexibility and detailed data collection.

The interviewees included Javier Solar, the hotel manager at Hyatt, who provided insights into the challenges faced by the hospitality industry, and Manuel Martin, an anti-tourism consultant who addressed the ecological impacts of mass tourism. Diogo Costa, a local tour guide with over 15 years of experience, shared his observations on the interaction between tourists and

locals, while Sofia Almeida, a tourism coordinator at Universidad Europea, contributed an academic perspective. The viewpoints were complemented by Andreas Luegg, an investigative journalist and temporary resident of Portugal, and Sérgio Guerreiro, Senior Director at Turismo de Portugal, who shared insights into political regulations and economic strategies.

Additionally, António Fontos, Senior Director at Horwath HTL, provided expertise from major consultancy projects within Lisbon, while an anonymous housing activist offered perspectives on the social and economic impacts of over-tourism. Lastly, Luis Araujo, the former President of Turismo de Portugal and the European Travel Commission, contributed extensive knowledge supported by statistics on Lisbon’s tourism sector.

Table 1: Name and Position of Interview Participants

	Name	Position
1	Luis Araujo	Former President of Turismo de Portugal
2	Andreas Luegg	Investigative Journalist
3	Javier Solar	General Manager at Hyatt Lisbon
4	Manuel Martin	Anti-Tourism Consultant
5	António Fontos	Senior Director at Horwath HTL Lisbon
6	Anonym Housing Activist	Anti-Tourism Consultant
7	Sérgio Guerreiro	Senior Director at Turismo de Portugal
8	Diogo Costa	Local Tour Guide
9	Sofia Almeida	Tourism Coordinator at Universidad Europea

Source: Own Illustration.

3.1.2 Interview Design

The interviews in this study followed a semi-structured format, balancing structure and flexibility. This approach facilitated open conversations, allowing participants to share their insights while ensuring that key topics were consistently addressed. Instead of a rigid questionnaire, a flexible framework was employed, enabling the interviewer to adapt questions to the flow of discussion and the participants' expertise (Kallio et al. 2016).

An interview guide with open-ended questions ensured consistency while addressing individual differences (Appendix 3, p.44). The guide focused on the core themes of the study, including the social and environmental impacts of over tourism in Lisbon, the evaluation of current

strategies, and the exploration of new management approaches. It provided a structured framework while allowing tailored questions to investigate participant-specific topics of relevance. The interviews were conducted either via the digital platform Microsoft Teams or in written form through email. Each interview was used with informed consent to ensure accuracy and reliability. This semi-structured approach combined structure with adaptability, fostering meaningful discussions and enabling the collection of rich data.¹

3.1.3 Analysis of Mayring's Method

For the analysis of the expert interviews, Mayring's (2022) qualitative content analysis method was applied, providing a systematic and transparent framework for identifying and organizing key themes within qualitative data (Mayring 2022). All oral interviews were fully transcribed, and written responses were incorporated to ensure a cohesive and consistent dataset.

A deductive coding approach was employed, with categories emerging directly from the data. Statements were systematically coded and assigned to the respective categories, allowing recurring patterns and diverse perspectives to be carefully examined for meaningful insights.

The findings were summarized in a table and interpreted to present a clear and structured overview (Mayring 2022). This approach ensured that the analysis remained grounded while delivering actionable insights into the impacts of over-tourism and the evaluation of management strategies. The method's systematic nature allowed for a thorough examination of complex themes, supporting the study's aim of developing an informed understanding of overtourism's challenges and potential solutions.

3.2 Quantitative Analyses Survey

A survey was designed to analyze perceptions of mass tourism in Lisbon among locals, temporary residents, and tourists. Its objective was to gather opinions on social and

¹ See Appendix 3, pp. 44 for an example of the interview guide and a full transcript.

environmental impacts and on existing and potential management measures. In addition to collecting demographic data, the survey focused on the perception of social impacts, including gentrification, rising rents, displacement, and the disruption of daily life due to overcrowding. The environmental impacts assessed included overcrowded neighborhoods and challenges related to waste management.

Another key area of focus was the evaluation of management strategies, such as the regulation of short-term rentals, tourism taxes, and preferences for future measures, including tourist quotas or infrastructure expansion.

The survey consisted of nine questions, combining multiple-choice options with open-ended questions, allowing for both structured responses and the inclusion of individual perspectives.

3.2.1 Sampling and Data Collection

The quantitative survey data was collected using Qualtrics and was distributed through online channels as well as direct street outreach. This dual approach was designed to achieve a broad reach while ensuring anonymity. A total of 160 individuals initially participated in the survey, but 12 responses were excluded due to being incomplete.

The final sample consisted of 148 valid responses distributed across three main groups: temporary residents (55 participants, 37.1%), tourists (40 participants, 27.03%), and locals (53 participants, 35.81%).

Are you a local, temporary resident or a tourist in Lisbon?	Freq.	Percent	Cum.
Local	53	35.81	35.81
Temporary Resident	55	37.16	72.97
Tourist	40	27.03	100.00
Total	148	100.00	

Figure 1: Summary Statistics: Participant Information

Source: Own Illustration

The demographic composition of the sample also reflected considerable diversity in terms of both origin and age: The majority of respondents were from Portugal (28.4%, 42 participants) and Germany (27.7%, 41 participants), followed by France (7.4%, 11 participants), and 36.5% originating from other countries. Regarding age distribution, 55.41% of participants were between 18 and 30 years old, 25.68% were between 31 and 45, 10.81% between 45 and 60, 5.41% over 60, and 2.70% under 18 years old.

3.2.2 Analysis of Survey Data

The survey data was analyzed using descriptive statistics to determine the distribution of responses regarding social and environmental impacts, as well as differences in perceptions among locals, temporary residents, and tourists. Additionally, simple comparisons were conducted to identify potential alignments or conflicts concerning management measures across the groups. The findings were visually presented through percentages to ensure clarity and accessibility of the results.

While the expert opinions provided the foundation for analysis and interpretation, the survey data offered an additional perspective, highlighting both consistencies and discrepancies between expert evaluations and public perceptions. This combined approach facilitated a robust basis for deriving well-informed recommendations for sustainable tourism management.

4. Analysis and Interpretation

The analysis systematically addresses the research question by applying qualitative and quantitative methods alongside theoretical foundations. It explores the social and environmental impacts of over-tourism in Lisbon, identifies underlying issues, and develops strategies to mitigate its negative effects.

4.1 Current Tourism Situation in Lisbon

Tourism in Lisbon showcases its global success. However, increasing pressures exist on infrastructure, residents, and cultural identity. While some experts see opportunities, others argue that the city has reached a critical threshold that requires immediate action.

Luis Araujo notes tourism's transformative effects, recalling that Lisbon's downtown once resembled a ruin. However, he highlights a population decline from 800,000 to 500,000 and the spatial concentration of tourists, which heightens social and infrastructural tensions. Survey data supports his opinion, indicating that 46.62% of respondents find tourism to be highly burdensome, while 12.16% consider it extremely burdensome (Appendix 2 Question 7).

Sofia Almeida stresses the need for evaluation to determine if Lisbon has crossed the point of unsustainability, while Andreas Lueg argues that the city has already reached its limits, citing an overburdened infrastructure and a loss of cultural identity. The anonymous housing activist supports this viewpoint, attributing resident displacement and the commodification of housing to policies that prioritize tourism. Diogo Costa even states, that "the city reached a critical point," stressing the urgent need to address adverse effects on infrastructure and community well-being. Manuel Martin adds that unregulated tourism has stretched resources, pushing residents to the periphery and leaving central areas dominated by tourists.

Javier Solar adopts a more moderate stance and states that Lisbon is "not yet in full-blown crisis mode" but is approaching it. Antonio Fontes highlights the economic gains and international recognition through tourism, emphasizing the need for long-term strategies rather than quick fixes. Sérgio Guerreiro offers a comparative view, asserting Lisbon's over-tourism challenges are less severe than those of other European cities. These rather optimistic views align with the survey findings, where 27.70% of respondents believe challenges can still be addressed, though 58.11% acknowledge difficulties in implementing changes (Appendix 2 Question 16).

4.2 Social Impacts of Tourism in Lisbon

Tourism in Lisbon has significant social impacts, including housing crisis, economic contribution, and loss of community identity. These challenges were among the most frequently highlighted impacts by experts and survey results.

4.2.1 Housing Crisis and Displacement

The housing crisis is one of Lisbon's most critical social impacts of over-tourism, driven by short-term rentals, gentrification, speculative practices, and government inefficiencies. These factors have disrupted the housing market, displaced residents, and altered the social fabric of neighborhoods. Luis Araujo underscores the urgency: "Housing is the most critical sector where the balance is way off." He attributes this to insufficient city planning and regulation, stating, "The government does not allow enough construction, invest in housing for young people, or provide conditions for affordable private-sector housing. That is the biggest problem." Another expert highlights slow construction approvals and high costs, noting that only one-tenth of housing units from a decade ago are being built.

Javier Solar points to tourism's economic strain, explaining, "Tourism is driving up rent and turning housing into an unaffordable commodity." Short-term rentals like Alojamento Local exacerbate this, with 20,000 apartments registered as tourist accommodation by 2020, making up to 60% of properties in some neighborhoods unavailable for residents (Richard Matoušek, 2023). Survey data reflects this, with 18.41% identifying high rents as the most significant issue caused by tourism, surpassing concerns like traffic congestion (16.43%) and cultural loss (18.13%) (Appendix 2 Question 10). Temporary residents also acknowledge their role, with 66.67% agreeing their presence increases housing demand (Appendix 2 Question 6). Manuel Martin critiques the unchecked growth of short-term rentals: "Alojamento Local prioritizes tourists over residents." Luis Araujo adds, "Many houses in Lisbon remain empty, yet no significant steps are taken to bring them into the market for residents." Another expert clarifies

that while platforms like Airbnb contribute, they account for only 8% of housing stock, with structural issues playing a larger role.

The commodification of housing is a fundamental issue, with one expert arguing, “Housing as a commodity geared towards speculation, not as a basic right, is the main cause.” The anonymous housing activist adds, “Speculation leaves people without homes, students without opportunities, and workers pushed to the outskirts.” Gentrification further displaces locals, disrupting community cohesion. Diogo Costa emphasizes, “Displacement is not just about losing homes; it is about losing identity. When locals leave, they take traditions, stories, and a sense of place with them.” Geographic disparities also play a role. Central districts like Alfama and Bairro Alto face severe shortages and soaring rents, while peripheral neighborhoods, though less affected, fail to benefit from tourism’s economic gains. As Diogo Costa states, “There is no affordable housing anymore for young people or families who want to stay in Lisbon,” highlighting the growing challenges for long-term stability.

4.2.2 Economic Contributions

Tourism in Lisbon is a double-edged sword, providing significant financial benefits while raising concerns about inequality and sustainability. Experts recognize its vital role in driving the local economy but highlight the uneven distribution of these gains. Luis Araujo states, “Tourism is the main driver of Lisbon’s economy, bringing jobs and significant income.” However, he critiques the concentration of benefits in a few industries, leaving little impact on the broader community. Another expert warns of the risks of dependency, noting that tourism leaves Lisbon vulnerable to global demand fluctuations, as seen during the COVID-19 pandemic, which severely impacted economic stability. This aligns with Chaney and Séraphin (2020), who argue that the pandemic demonstrated the potential for rapid changes in tourism management. Javier Solar adds, “While tourism generates revenue, the profits often do not stay within the local economy but go to international corporations operating in Lisbon,” highlighting

limited local economic integration. Despite these challenges, Diogo Costa underscores tourism's importance: “Without tourism, many businesses, especially in hospitality and retail, would struggle to survive. It provides the backbone of Lisbon’s economic activity.”

4.2.3 Loss of Community/Touristification

The loss of community and the phenomenon of touristification are major social impacts of over-tourism in Lisbon, with experts emphasizing resident displacement, neighborhood transformation, and cultural erosion. Diogo Costa highlights the disruptive effects of tourism: “Crowded streets and public transport, rising housing and restaurant prices, and local businesses replaced by tourist shops and hotels.” He acknowledges tourism's dual impact, noting, "Tourism renovated a city that was abandoned, but finding a balance is hard." Manuel Martin critiques cultural commodification, stating, "Distortion of Portuguese culture (e.g., fado catering to tourists), loss of community as locals are priced out, and third places like tascas are disappearing." He adds, "Touristification of commerce has replaced local businesses with souvenir shops," a concern reflected in survey findings where 18.13% identify cultural loss as a significant issue (Appendix 2 Question 10).

Neighborhoods like Bairro Alto illustrate these transformations. Sofia Almeida notes, "The local community has been displaced and replaced by new residents in upscale condominiums." She also highlights party tourism’s impact, stating, "Pub crawls create excessive noise and disrupt daily life, turning historic neighborhoods into hyperfestive areas."

Traditional businesses have also suffered. Andreas Lueg observes, "Tailors and other traditional businesses in Baixa have disappeared, replaced by souvenir shops catering to tourists." This aligns with survey results showing 64.19% feel Lisbon prioritizes tourists over residents (Appendix 2 Question 13). The rising number of tourists—8.8 million arrivals in 2023, a 19% increase exacerbates these tensions (TravelBI, 2023). Antonio Fontes underscores visibility issues, stating, "Tourists dominate the cityscape, creating tension and amplifying issues like

overcrowding." Survey data shows 35.35% of respondents frequently avoid certain areas due to crowds, with 62.63% sometimes doing so (Appendix 2 Question 11). Javier Solar critiques the culinary transformation, explaining, "Rising prices in restaurants and shops push locals out, while restaurants cater to tourists with quick meals, undermining local dining experiences."

4.3 Environmental Impacts of Tourism in Lisbon

Tourism in Lisbon poses significant environmental challenges, including traffic congestion, air pollution from cruise ships, and overburdened waste management. These issues were among the most frequently highlighted by the experts and survey results.

4.3.1 Environmental Traffic Strain

Traffic strain is a key environmental challenge in Lisbon, driven by high tourist volumes and tourism-related services. Sérgio Guerreiro identifies tuk-tuks as a major contributor, particularly in historic neighborhoods with narrow streets. Diogo Costa adds that the rise of TVDE services like Uber and Bolt further exacerbates congestion, particularly in crowded areas. He notes, "Tuk-tuk tours and similar services have become excessively popular, complicating mobility." Survey data reflects this, with 16.43% of respondents identifying traffic congestion as a significant negative impact of tourism (Appendix 2 Question 10).

Crowded tour groups worsen the problem, as Costa explains, "Too many tour groups in the same spots simultaneously disrupt local traffic and pedestrian flow." This highlights the strain uncoordinated tourism activities place on infrastructure. Luis Araujo provides a broader perspective, stating, "Thirty years ago, there were 50,000 cars in Lisbon. Today, there are 250,000, not counting vehicles entering from outside the city." Survey findings further underline mobility issues, with 21.96% of respondents identifying overuse of public transport as a major concern (Appendix 2 Question 15).

4.3.2 Air Pollution from Cruise Ships

Cruise ships significantly contribute to air pollution in Lisbon, intensifying environmental and city challenges. Manuel Martin highlights the role of mass tourism and weak regulations, stating, “Cruise ships exacerbate air pollution in Lisbon.” Survey results echo this concern, with 14.49% of respondents identifying air pollution as a major negative impact of tourism (Appendix 2 Question 15).

The environmental footprint of cruise ships is underscored by statistics from 2023, when Lisbon recorded 758,328 cruise passengers a 54% increase from the previous year (TravelBI, 2023). Luis Araujo advocates for higher taxes on cruise ships, noting, “Studies show cruise ships emit ten times more sulfur dioxide than all cars combined.” He also points to the strain on infrastructure, explaining, “When all passengers disembark at once, it overwhelms local amenities.” Andreas Lueg emphasizes the cumulative effects of cruise tourism, stating, “Prices, overcrowding, noise, and traffic have worsened, largely due to cruise passengers.” He critiques the frequency of arrivals, calling the issue a “cruise ship plague” and stressing the urgent need for stricter regulations.

4.3.3 Waste Management

Waste management has become a significant environmental challenge in Lisbon. Luis Araujo highlights inefficiencies, stating, “Garbage collection doesn’t work properly, and many tourists, especially those in Airbnbs, have no idea where to dispose of their garbage.” This reflects gaps in infrastructure and communication, leading to visible waste accumulation in public spaces.

The disproportionate ratio of tourists to residents exacerbates the strain. Sofia Almeida explains, “The high ratio of tourists to residents places considerable pressure on the city's waste management infrastructure.” This diverts resources from local communities, increasing tensions and inefficiencies in city services. Additionally, tourism significantly boosts water consumption, leading to bottlenecks during peak seasons (Ribeiro & Torkington, 2022).

Although tourist tax revenues are used to improve waste management, the root problem lies in poor communication. Araujo notes confusion among tourists and residents about proper waste disposal, resulting in improper separation and added pressure on the disposal system.

Party tourism worsens the issue, as Andreas Lueg observes, “Party tourism adds to the strain on local communities and degrades the environment with bottles and plastic.” The prevalence of single-use plastics from party activities amplifies the environmental burden, particularly in areas with inadequate waste disposal infrastructure.

4.4 Management Strategies of Tourism in Lisbon

Experts propose various management strategies to address the challenges of over-tourism in Lisbon, focusing on regulating the housing market, implementing effective policies and taxation, fostering community engagement, preserving cultural heritage, and learning from best practices in other destinations.

4.4.1 Regulation of the Housing Market

Regulating Lisbon’s housing market is essential to mitigating the negative impacts of tourism on local communities. Experts emphasize stricter controls on short-term rentals, affordable housing initiatives, and prioritizing residents’ needs in housing policies. Sofia Almeida advocates requiring short-term rental hosts to be primary residents, stating, “This would ensure local involvement and reduce displacement.” Survey data supports this, with 20.45% of respondents prioritizing short-term rental regulations as the most urgent measure (Appendix 2 Question 17). Javier Solar adds, “Limiting short-term rentals in certain areas can prevent rising housing prices and displacement of locals.” Luis Araujo highlights inefficiencies in city planning, criticizing, “The government does not allow enough construction, invest in Housing for young people, or create conditions for affordable private-sector housing. That is the biggest problem.” He further attributes these issues to bureaucratic hurdles and outdated regulations, which slow down the creation of new housing stock and exacerbate affordability challenges.

Financial measures are also emphasized. Solar proposes taxing short-term rental owners while incentivizing long-term rentals. In contrast, Manuel Martin takes a radical stance, arguing, “Short-term rentals should be banned in Lisbon.” Beyond this, Solar suggests broader policies, including regulating Golden Visas and Non-Habitual Tax Resident schemes, which contribute to gentrification and speculative practices. Affordable housing is a recurring theme. Andreas Lueg argues, “Affordable Housing has to be a priority,” emphasizing rebuilding neighborhoods for middle- and working-class residents. The anonymous housing activist underscores systemic reforms, calling for regulated rental rates, stable contracts lasting at least 10 years, and national and EU-level interventions: “The Portuguese government must pressure the EU and ECB to lower loan interest rates.”

4.4.2 Management Strategies: Policy and Taxation

Policy and taxation are essential for addressing over-tourism in Lisbon, requiring strategies to balance tourism growth with local identity and infrastructure.

Luis Araujo suggests visitor caps at popular sites to mitigate strain, while Costa and Lueg propose stricter cruise regulations or bans to address overcrowding and pollution. Supporting this, Lisbon will increase the tourist tax to 4 euros per night and add a 2-euro cruise passenger fee (Edelhoff, 2023).

Sofia Almeida advocates financial support for traditional businesses in historic areas to preserve cultural identity and counter touristification. Fontes emphasizes the need for visionary leadership and investments in infrastructure, while Almeida suggests dispersing tourists to less crowded areas to promote equity. A housing activist highlights the importance of aligning policies with residents' needs through national and EU collaboration. Lueg suggests a two-tier pricing system to reduce residents' costs and ensure fair tourist contributions. Survey data shows 50% of locals feel excluded from tourism decisions, underscoring need for policies fostering community participation (Appendix 2 Question 14).

4.4.3 Management Strategies: Community & Communication

Managing community dynamics in Lisbon's tourism context requires balancing the needs of residents and tourists while preserving the city's identity. Experts emphasize the importance of communication and inclusivity. Sofia Almeida identifies communication as a key challenge, stating, "Effectively communicating measures to residents and tourists fosters understanding, cooperation, and support." Luis Araujo adds, "Tourists need clear guidance on where activities like nightlife can occur without disturbing residents." These insights highlight the need for transparent messaging to reduce conflicts and promote mutual respect in shared spaces.

Fontes highlights the importance of prioritizing locals and creating cultural experiences like urban gardening and local markets to benefit both communities and tourists. Costa supports expanding programs like 'Lojas com História' to preserve Lisbon's charm, aligning with survey data, where 18.13% identify cultural loss as a key tourism impact (Appendix 2 Question 10).

Experts also emphasize redistributing tourist activities. Almeida advocates for promoting tourism in less-visited neighborhoods to alleviate pressure on popular areas like Alfama and Bairro Alto. Fontes adds, "Sustainable tourism should enhance residents' quality of life while offering authentic visitor experiences." Survey data shows 35.35% of temporary visitors and tourists frequently avoid overcrowded areas, while 62.63% do so occasionally, underscoring the need for balanced tourist flows (Appendix 2 Question 9).

Infrastructure improvements are also essential. Diogo Costa suggests prioritizing local access to Tram 28 to ensure residents retain essential services. This aligns with broader efforts to balance tourism's benefits with local needs. Finally, fostering economic and cultural resilience through local empowerment is vital. Almeida highlights, "Supporting local artisans and crafts helps maintain traditional skills and bolster local economies." This integrates cultural preservation and community development into a sustainable tourism framework.

4.4.4 Management Strategies: Cultural Preservation and Marketing

Integrating cultural preservation and marketing is crucial for sustainable tourism in Lisbon. Experts emphasize aligning marketing efforts with preserving Lisbon's cultural identity to create a balanced and community-centered approach.

Antonio Fontes highlights tourism's broader role, stating, "Managing tourism is not just an economic issue—it is a social responsibility." Javier Solar adds, "Encouraging quality, cultural experiences, like local food and traditions, would give tourists a deeper connection to Lisbon's heritage." Sofia Almeida emphasizes the role of education in promoting respect for local traditions, advocating for initiatives that attract tourists seeking authentic experiences. Antonio Fontes ties cultural preservation to community vitality, explaining, "A city without residents, small businesses, or cultural associations has no future."

Luis Araujo highlights the potential of lesser-known areas, stating, "Lisbon has beautiful, underdeveloped areas like Beato and Marvila." He notes that these neighborhoods, with their warehouses hosting events and parties, have significant untapped potential that could be leveraged to diversify tourism offerings. Araujo also advocates for using natural assets like the Tejo River for activities like birdwatching. Araujo emphasizes managing tourist flows, arguing, "Instead of focusing on over-tourism, the emphasis should be on better managing tourist flows."

5. Recommendations

A comprehensive strategy is required to mitigate the negative impacts of over-tourism in Lisbon and promote sustainable tourism. Key measures include stricter regulation of short-term rentals, particularly through platforms like Airbnb. Limiting such rentals in high-traffic areas and introducing tax incentives for long-term leases can help stabilize the housing market and strengthen neighborhood communities.

Housing policies must also address the demand for affordable housing, creating long-term solutions for the housing shortage. Improving public infrastructure and transportation is essential to reduce pressure from high tourist flows. Expanding and modernizing public transport, especially in heavily visited areas, is critical. Ensuring locals' access to services like Tram 28 and limiting vehicles entering the city, combined with shuttle services from external parking areas, can alleviate traffic congestion. Cruise tourism, a major contributor to overcrowding and pollution, requires stricter regulation. Additionally, measures such as limiting passenger numbers, imposing higher environmental taxes, and promoting eco-friendly ships with reduced docking times can mitigate its impact.

An increased tourist tax can support infrastructure projects, affordable housing, and the development of less-visited neighborhoods, enhancing residents' quality of life and attracting tourists to new destinations. Promoting alternative attractions like the Reserva Natural do Estuário do Tejo or lesser-known museums can help redirect tourist flows and reduce pressure on overcrowded areas. Cultural preservation is vital. Expanding programs like "Lojas com História," supporting local artists, and investing in historical sites and cultural infrastructure can ensure Lisbon's long-term cultural identity. The inclusion of residents in tourism policy is equally important. Establishing public consultations and participatory procedures can strengthen trust in the city administration and better address residents' needs. A tiered licensing system prioritizing long-term residents could also promote their integration and community participation. In waste management, stricter regulations and better communication on proper disposal are necessary to reduce tourism's environmental impact. Regular monitoring and adjustment of implemented measures will ensure long-term effectiveness. Through these recommendations, Lisbon can achieve a sustainable balance between tourism and local interests, preserve its cultural identity, and enhance the quality of life for its residents.

6. Limitations & Future Research

Despite the comprehensive analysis of over-tourism in Lisbon, several limitations affect the interpretation and generalizability of findings. The survey, with 148 participants, provides valuable insights but reflects a small sample size for such a large city. Perspectives from long-term residents and specific groups, like low-income or migrant communities, may be underrepresented.

Methodological limitations also arise from relying on qualitative research and expert interviews. While these offer in-depth insights, they are influenced by the respondents' backgrounds. The nine expert interviews conducted provide an overview but reflect individual expertise and opinions. A more diverse expert base and additional quantitative data could enhance the analysis.

Predicting the long-term effects of over-tourism and the success of management strategies remains challenging due to tourism's evolving dynamics. Continuous monitoring is essential to assess the effectiveness of proposed measures. Future studies should explore the long-term effects of tourism regulations, including taxes, cruise fees, and housing policies, alongside strategies to redistribute tourist flows. Greater focus on over-tourism's impact on low-income and migrant communities, community participation in tourism policies, and ecological effects on air quality and infrastructure is essential for sustainable solutions.

7. Conclusion

This thesis critically examined the societal and environmental challenges of over-tourism in Lisbon and explored potential management strategies. The central research question was: *What are the most significant negative implications of over-tourism on Lisbon's society and environment, and what effective management strategies can be developed to address these challenges?*

The mixed-method analysis revealed that over-tourism has indeed substantial adverse effects on both the societal and environmental dimensions of the city. These effects are particularly evident in the housing market, city dynamics, and ecological sustainability.

Utilizing expert interviews and survey data, the study highlighted how tourism reshapes city dynamics, disrupts communities, and strains infrastructure. Survey respondents indicated that rising housing prices are the primary problem in Lisbon (Appendix 2 Question 10), directly impacting long-term residents' ability to remain in the city. This issue was supported by experts such as Luis Araujo, who emphasized that "housing is the most critical sector where the balance is way off", attributing this to insufficient regulations and speculative investments. Temporary residents are aware of their role, with the majority agreeing that their presence contributes to the increase in housing prices (Appendix 2 Question 6).

Environmental impacts, including traffic congestion, air pollution from cruise ships, and inefficiencies in waste management, were also identified as urgent concerns threatening residents' quality of life and Lisbon's sustainability. Survey data showed that many respondents considered traffic congestion a major issue, while air pollution was also mentioned (Appendix 2 Question 15).

While tourism also generates significant economic benefits, its uneven distribution raises concerns about equity. Supporting traditional businesses and promoting alternative attractions, such as underexplored neighborhoods, can help balance economic vitality with cultural preservation. Hence, experts stressed the importance of dispersing tourists to less-crowded areas to reduce pressure on popular districts like Alfama and Bairro Alto. Survey data also revealed that residents frequently avoid overcrowded areas due to the influx of tourists, which highlights the growing tension between residents and tourist crowds (Appendix 2 Question 11).

The implications of these findings underscore the need for strategic interventions: for the housing market, stricter short-term rental regulations, such as rules that require landlords to

prioritize long-term residents, could alleviate displacement. On the environmental front, measures to reduce air pollution, such as imposing stricter environmental taxes on cruise ships, could significantly improve sustainability. Expert recommendations include higher taxes and reduced docking times for cruise ships, highlighting the need for immediate action to curb emissions.

Lisbon's future depends on implementing sustainable tourism practices that prioritize residents' needs while preserving its cultural and environmental integrity. The importance of inclusive governance structures was also emphasized, as half of the survey respondents reported feeling excluded from political decision-making processes regarding tourism (Appendix 2 Question 14). Experts called for greater resident participation, highlighting the need for policies that are shaped for the community, not just for the tourists. By addressing these challenges strategically and inclusively, Lisbon can set a benchmark for cities facing the complexities of over-tourism. Despite these insights, the study faced several limitations, as discussed in chapter 6, including a small survey sample and the subjective nature of expert interviews. Future research should, therefore, explore how proposed strategies, such as increased tourist taxes and managed tourist flows, affect specific social groups over time. Special attention should be given to low-income and migrant communities, who may face unique challenges exacerbated by over-tourism. Further environmental studies should also address the ecological impacts of cruise and mass tourism on air quality and infrastructure, offering pathways for more sustainable solutions.

In summary, this research has demonstrated that over-tourism significantly impacts Lisbon, with tangible consequences for housing, community life, and the environment. Derived from the perspectives of experts and survey participants, the findings provide a robust foundation for addressing these challenges and fostering a more sustainable city tourism framework, effectively addressing the adverse impacts from over-tourism in Lisbon.

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Appendix:

Appendix 1: Tabular listing of the expert interview quotes

Expert-Interview-Quotes			
Category	Subcategory	Quotes	Experts
Current Status	Tourism Growth	Yes, absolutely the city reached a critical point when it comes to over tourism	Andreas Lueg:
Current Status	Tourism Growth	The city lacked major enterprises, and the downtown area was in a state of disrepair, with much of it resembling a ruin	Luis Araujo:
Current Status	Tourism Growth	Over the past 30 to 40 years, Lisbon has experienced a significant decline in population, dropping from 800,000 residents to approximately 500,000. Even when factoring in the total capacity of tourist accommodations, such as hotels and Airbnbs, the city today still has fewer people than it did four decades ago. This highlights that the issue of "overtourism" in Lisbon is not about an excessive number of people in the city but rather about the spatial concentration of tourists in a few heavily frequented areas	Luis Araujo:
Current Status	Tourism Growth	The city may not be in full-blown crisis mode yet, but it's getting close	Javier Solar:
Current Status	Tourism Growth	Although the city has seen a considerable increase in tourism, it remains debatable whether Lisbon has reached the critical point of mass tourism	Sofia Almeida:
Current Status	Tourism Growth	Tourism in Lisbon has been steadily growing in recent years.	Sérgio Guerreiro:
Current Status	Tourism Growth	Lisbon has become a highly successful tourist destination in Europe over recent years. The growth has been steady, and the city has gained significant international recognition.	Antonio Fontes:
Positive Impact	Economic Contributions	Lisbon's tourism boom has brought a lot of positive changes, like more jobs and new businesses	Javier Solar:
Positive Impact	Economic Contributions	Lisbon is currently experiencing a significant period of tourism growth. It has been ranked as a top European destination and continues to attract a growing number of visitors	Sofia Almeida:
Positive Impact	Economic Contributions	The whole city relies on Tourism. No tourists tomorrow, the city dies, the Downtown area is the best example of that when we go back to July 2020 where everything was running but there were no people in town	Diogo Costa:
Positive Impact	Economic Contributions	All the cafe, bars, restaurant relies on Tourism, when a new one opens it's certainly focused on the international crowd we see that by the prices/type of place	Diogo Costa:
Positive Impact	Economic Contributions	Lisbon is working to balance the promotion of its well-known sites with the encouragement of visits to lesser-known attractions.	Sofia Almeida:
Positive Impact	Economic Contributions	When comparing ratios such as visitors per square kilometer or visitors per resident, Lisbon remains below the benchmark of most European cities, indicating that the city is not yet experiencing the same level of tourism intensity as some of its counterparts.	Sérgio Guerreiro:
Positive Impact	Economic Contributions	Tourists play a crucial role in Lisbon's development strategy, contributing around 20% of the city's GDP.	Sérgio Guerreiro:
Positive Impact	Economic Contributions	However, residents are also a vital stakeholder in this equation, and their needs must be closely monitored and addressed to ensure a sustainable and harmonious approach to tourism growth.	Sérgio Guerreiro:

Positive Impact	Environmental	Additionally, there is a noticeable focus on sustainable and responsible tourism initiatives.	Sofia Almeida:
Social Impacts	Economic Contributions	Most of the economic benefits of tourism are concentrated among very few business owners and landlords who often pay their employees minimum (or low) wages.	Manuel Martin:
Social Impacts	Economic Contributions	In Portugal, the situation is different. The country doesn't invest heavily in its own industries, which makes it heavily reliant on tourism as one of its primary economic drivers.	Diogo Costa:
Social Impacts	Economic Contributions	Rising prices, particularly in restaurants and housing, as well as occasional peaks of congestion in downtown Lisbon, are notable aspects of the city's growing tourism industry.	Sérgio Guerreiro:
Social Impacts	Economic Contributions	Hotel prices have risen sharply, making it increasingly difficult for Portuguese tourists or business travelers like myself to find affordable options	Andreas Lueg:
Social Impacts	Housing Crisis and Displacement	Housing is often brought up in the context of overtourism. However, the housing shortage is not solely caused by tourism. For example, the percentage of Airbnb and registered local accommodations in Lisbon compared to the total number of apartments is only 8%. Many assume that 50% of the housing stock in Lisbon is taken up by Airbnb	Luis Araujo:
Social Impacts	Housing Crisis and Displacement	but it's starting to come at a real cost. Popular neighborhoods like Alfama and Bairro Alto are losing much of their local character as traditional shops are replaced by tourist-oriented businesses, and many long-term residents are being priced out because of short-term rentals and rising housing costs.	Javier Solar:
Social Impacts	Housing Crisis and Displacement	Tourism in Lisbon is driving up rent and turning many neighborhoods into areas focused on serving tourists	Javier Solar:
Social Impacts	Housing Crisis and Displacement	harder for locals to find affordable housing and causes traditional businesses and the city's authentic character	Javier Solar:
Social Impacts	Housing Crisis and Displacement	Currently, too much focus is placed on sectors like restaurants, retail, and accommodations that cater primarily to tourists	Javier Solar:
Social Impacts	Housing Crisis and Displacement	Short-term rentals like Airbnb are a major issue in Lisbon, driving up rents and displacing locals.	Javier Solar:
Social Impacts	Housing Crisis and Displacement	housing/affordability crisis (driven by short-term holiday rentals, hotels and restaurants/cafes which ask for prices inaccessible to many)	Manuel Martin:
Social Impacts	Housing Crisis and Displacement	The real problem with housing is that, over the past ten years, we have only been building one-tenth of the housing units we used to construct annually a decade ago. Because the municipal government is inefficient. It takes an excessively long time to approve and complete construction projects, and the costs are extremely high	Luis Araujo:
Social Impacts	Housing Crisis and Displacement	Short-term holiday rentals (Alojamento Local)	Manuel Martin:
Social Impacts	Housing Crisis and Displacement	Another significant issue is the inefficiency of the approval process for construction projects. It takes an excessively long time to get a project approved and completed—often five to six years. This leads to higher prices for the final housing units	Luis Araujo:
Social Impacts	Housing Crisis and Displacement	The housing is the top of the crisis, there is no bigger issue than that, and this is where there is no balance, government needs to invest in protecting its people	Diogo Costa:

	Displacement		
Social Impacts	Housing Crisis and Displacement	The housing crisis is a major issue driven largely by platforms like Airbnb and the effects of gentrification pushing locals out of central neighborhoods.	Andreas Lueg:
Social Impacts	Housing Crisis and Displacement	The government is a key factor. Many houses in Lisbon are empty. Some of them belong to the public sector—the government owns a significant portion of properties in cities. Foreigners buying houses is a small percentage of the issue, so blaming them is not a solution	Luis Araujo:
Social Impacts	Housing Crisis and Displacement	We need to roll back the housing market to what it was before António Costa's time as mayor, before Lisbon was sold off to Angola's oil millionaires and other wealthy investors.	Andreas Lueg:
Social Impacts	Housing Crisis and Displacement	The main challenges affecting the quality of life (QOL) in Lisbon are significant and multifaceted. The conversion of homes into vacation rentals has caused the displacement of residents from their neighborhoods, while real estate prices and rents have risen dramatically.	Sofia Almeida:
Social Impacts	Housing Crisis and Displacement	Gentrification is another pressing issue. Long-time residents are being pushed out of central areas and forced to move to the suburbs as housing in the city center becomes unaffordable.	Sofia Almeida:
Social Impacts	Housing Crisis and Displacement	Short-term vacation rentals are displacing residents and significantly driving up housing costs. Tuk-tuk vehicles are contributing to congestion on narrow streets, causing frequent traffic jams and blocking access for residents	Sofia Almeida:
Social Impacts	Housing Crisis and Displacement	The proliferation of tourist accommodation and the precariousness of the jobs associated with the sector are the consequences of profit-oriented housing policies that affect the lives of thousands of Lisbon residents on a daily basis.	Anonym Housing Activist:
Social Impacts	Housing Crisis and Displacement	The real issue is that the government doesn't allow enough construction, doesn't invest in housing for young people, and doesn't provide the conditions for the private sector to build more affordable housing. That, in my opinion, is the biggest problem.	Luis Araujo:
Social Impacts	Housing Crisis and Displacement	The lack of regulation and the speculative effect on housing prices leaves people without a home to live in, students deprived of opportunities and a future, and workers pushed to the outskirts.	Anonym Housing Activist:
Social Impacts	Housing Crisis and Displacement	Housing is the most critical sector where the balance is way off	Manuel Martin:
Social Impacts	Housing Crisis and Displacement	Housing as a commodity geared towards speculation (and not as a basic right as enshrined in the Portuguese constitution) is the main cause of the problem we face in Lisbon.	Anonym Housing Activist:
Social Impacts	Loss of Community / Infrastructure	Public transportation also faces the challenge of overcrowding, as many visitors rely on it, leaving locals with limited space during peak hours.	Javier Solar:
Social Impacts	Loss of Community / Infrastructure	Overcrowding in popular spots like Alfama and Belém causes traffic jams and long waits, making it hard for locals to go about their day	Javier Solar:
Social Impacts	Loss of Community /Touristification	Huge crowds on the streets and certain public transportations (Tram 28), increase of the prices of housing/restaurants, city decharacterized by the closing of local businesses to give place to souvenir shops and fancy brunches/cafes/new hotels	Diogo Costa:

Social Impacts	Loss of Community /Touristification	Promoting Lisbon as a "Digital Nomad Destination" might attract a certain crowd, but it often overlooks the challenges it brings, like rising housing costs and the strain on local infrastructure.	Diogo Costa:
Social Impacts	Loss of Community /Touristification	Rising prices in restaurants, shops, and accommodation, driven by tourism, push locals out of central areas	Javier Solar:
Social Impacts	Loss of Community /Touristification	Distortion of Portuguese culture (eg. fado in alfama catering only to tourists), loss of community (as locals are priced out and loose their third places like tascas and cafes)	Manuel Martin:
Social Impacts	Loss of Community /Touristification	Bairro Alto is a prime example, where the local community has been displaced and replaced by new residents living in upscale condominiums	Sofia Almeida :
Social Impacts	Loss of Community /Touristification	Pub crawls and nightlife, particularly in areas such as Bairro Alto, are leading to excessive noise and disruptive behavior, impacting the quality of life for locals.	Sofia Almeida :
Social Impacts	Loss of Community /Touristification	essential local businesses and services are being replaced by tourist-oriented shops and restaurants, altering the character of traditional neighborhoods.	Sofia Almeida :
Social Impacts	Loss of Community /Touristification	The conversion of local businesses is another concern, with essential services being replaced by tourist-oriented shops and restaurants.	Sofia Almeida :
Social Impacts	Loss of Community /Touristification	Touristification of commerce (eg. local businesses turning into souvenir shops)	Manuel Martin:
Social Impacts	Loss of Community /Touristification	Traditional businesses, such as the tailors that were once the pride of Lisbon's Baixa district, have almost entirely disappeared, replaced by souvenir shops catering exclusively to tourists.	Andreas Lueg:
Social Impacts	Loss of Community /Touristification	restaurants often focus on serving quick meals to tourists instead of quality, local dining experiences	Javier Solar:
Social Impacts	Loss of Community /Touristification	party tourism, especially in areas like Bairro Alto, creates noise and disruption, affecting local life	Javier Solar:
Social Impacts	Loss of Community /Touristification	Tourism renovated a city that was abandoned, investment on airbnbs also renovated dilapidated buldings in the old historical quarters. It's hard to find a balance.	Diogo Costa:
Social Impacts	Loss of Community /Touristification	The influx of tourists and expats is fostering a new urban culture that may conflict with traditional Lisbon life.	Sofia Almeida :
Social Impacts	Loss of Community /Touristification	Party tourism is also becoming a major issue, creating a "hyperfestive atmosphere" that disrupts the daily lives of residents, especially in historic neighborhoods like Bairro Alto	Sofia Almeida :
Social Impacts	Loss of Community /Touristification	Additionally, there has been a noticeable transformation in shops and restaurants, which in some parts of the city have become increasingly "tourist-oriented," catering more to visitors than to local residents.	Sérgio Guerreiro:

Social Impacts	Loss of Community /Touristification	Tourists are highly visible in the cityscape, which leads to a perception problem. This contrast creates tension and amplifies underlying issues such as overcrowding in certain areas	Antonio Fontes:
Social Impacts	Loss of Community /Touristification	The real issue is not overtourism but a management problem. The way people move through and interact with the city is poorly organized, leading to overcrowding in specific locations	Luis Araujo:
Social Impacts	Housing Crisis and Displacement	We believe that the high intensity of tourism in Lisbon is not the main cause of housing problems, but the result of misguided government policies (which has had negative effects for the vast majority).	Anonym Housing Activist:
Social Impacts	Loss of Community /Touristification	It's important to stop spending resources on events that don't actually benefit the local community—like the Web Summit, which feels more like a spectacle than something that genuinely improves life for residents	Diogo Costa:
Social Impacts	Loss of Community /Touristification	Those policies turned the city into a hub for the rich while pushing locals out and creating the chaos we see today.	Andreas Lueg:
Environmental Impacts	Traffic Strain	The second major issue is mobility. Thirty years ago, there were 50,000 cars in Lisbon. Today, there are 250,000 cars per day, and these are just the vehicles registered in Lisbon. If you add the cars coming from outside the city, the problem becomes even bigger.	Luis Araujo:
Environmental Impacts	Traffic Strain	Tuk-tuks are often highlighted as one of the activities with a significant impact on the city, particularly in terms of congestion and noise in certain areas.	Sérgio Guerreiro:
Environmental Impacts	Air Pollution from Cruise Ships	A combination of mass tourism (eg. cruise ships) and large numbers of short-stay city tourism.	Manuel Martin:
Environmental Impacts	Air Pollution from Cruise Ships	Prices, overcrowding, noise, and traffic have become a significant burden for everyone, compounded by the pollution caused by cruise ships.	Andreas Lueg:
Environmental Impacts	Air Pollution from Cruise Ships	Additionally, cruise ships should pay higher taxes. Studies show that the amount of sulfur dioxide emitted by cruise ships—such as those from Carnival Cruises—in Europe is ten times greater than the emissions from all cars combined	Luis Araujo:
Environmental Impacts	Air Pollution from Cruise Ships	Especially evident with the large number of cruise ship tourists, as well as day-trippers and weekend visitors	Andreas Lueg:
Environmental Impacts	Loss of Community /Touristification	Lisbon's narrow streets and public areas are often overcrowded, and essential services feel strained	Javier Solar:
Environmental Impacts	Air Pollution from Cruise Ships	Cruise ships, in particular, are often seen as a major issue, sometimes even referred to as a "cruise ship plague." They bring in huge crowds within a short period, putting immense pressure on local infrastructure and popular sites.	Andreas Lueg:

Environmental Impacts	Waste Management	The high ratio of tourists to residents is also placing considerable pressure on the city's infrastructure of waste management	Sofia Almeida:
Environmental Impacts	Loss of Community /Touristification	Overcrowding in popular areas is placing immense pressure on local infrastructure and altering the character of neighborhoods	Sofia Almeida:
Social Impacts	Loss of Community /Touristification	One of the biggest challenges is the concentration of tourists in specific areas, like the historic center, Belém, and Alfama. This overconcentration puts pressure on the infrastructure and disrupts daily life for residents	Antonio Fontes:
Environmental Impacts	Waste Management	While party tourism might appeal to younger visitors, it adds to the strain on local communities, disrupting the quality of life for residents and further degrading the environment with bootles and plastic	Andreas Lueg:
Environmental Impacts	Traffic Strain	The number of TVDE drivers, like Uber and Bolt, has exploded, adding to the already heavy traffic.	Diogo Costa:
Environmental Impacts	Traffic Strain	Tuk-tuk tours and similar services have become incredibly popular in Lisbon, but there are just too many operating in the same areas, especially in the historic neighborhoods	Diogo Costa:
Environmental Impacts	Traffic Strain	Too many tour groups in the same spots at the same time, making it chaotic and less enjoyable for everyone	Diogo Costa:
Environmental Impacts	Waste Management	Big issue is waste management. Garbage collection doesn't work properly, and many tourists, especially those staying in Airbnbs, have no idea where to dispose of their garbage or how the system worksps in the same spots at the same time, making it chaotic and less enjoyable for everyone	Luis Araujo:
Management Strategies	Implemented	For instance, the city is actively promoting attractions beyond the city center, which suggests an effort to disperse tourists and reduce pressure on the most popular areas.	Sofia Almeida:
Current Status	Tourism Growth	It's not in a critical point since our airport is out of capacity. The layout of the city doesnt help when we speak about the crowds. The city is loosing identity but that's a question that goes beyond tourism	Diogo Costa:
Management Strategies	Best Practices from Destinations	Berlin's tourist tax and measures to promote off-the-beaten-path attractions could help spread tourism more evenly across the city and reduce overcrowding in popular areas.	Javier Solar:
Management Strategies	Best Practices from Destinations	Yes. For example, Helsinki has an excellent program for tackling homelessness. Berlin has implemented effective strategies, though it's a different concept because Germans are accustomed to renting, while Portuguese prefer to buy houses. Madrid has a very good program for spreading visitors throughout the city, which helps relieve pressure on central areas	Luis Araujo:
Management	Best Practices from	In my opinion, Vienna serves as an excellent example of an attractive destination, comparable to Lisbon in terms of visitor volume, but with a well-established tourism management system. Vienna excels in areas such	Sérgio Guerreiro:

Strategies	Destinations	as efficient transportation, clear regulations, and the successful dispersal of tourism assets, which collectively contribute to a balanced and sustainable approach to tourism development	
Management Strategies	Best Practices from Destinations	Cities like Barcelona, Amsterdam, or Venice face similar challenges, but their measures often focus on restrictions and control. These cities attempt to limit growth through taxes and caps, but this approach doesn't solve the underlying problems.	Antonio Fontes:
Management Strategies	Best Practices from Destinations	Barcelona is planning to ban Airbnb in the coming years, but only time will tell whether this measure will be successful or not	Diogo Costa:
Management Strategies	Best Practices from Destinations	Another example comes from the Local Logic Association in Porto. They've developed a system to monitor noise levels in Airbnb apartments. If someone throws a loud party and exceeds a certain noise threshold, an alert is triggered. A designated individual—not the police—visits the property and asks them to reduce the noise. This type of initiative could work well in Lisbon	Luis Araujo:
Management Strategies	Best Practices from Destinations	For example, Denmark stands out with its very high taxation on short-term rental properties and strict limitations on rental licenses	Javier Solar:
Management Strategies	Best Practices from Destinations	Cities like Amsterdam and Barcelona have also implemented caps on short-term rentals and enforced stricter zoning laws to protect residential areas	Javier Solar:
Management Strategies	Best Practices from Destinations	Implementing a tourist tax, similar to Amsterdam, could generate additional revenue to invest in the city's infrastructure, cultural preservation, and sustainable tourism initiatives	Sofia Almeida:
Management Strategies	Best Practices from Destinations	Lastly, managing tourist flows in crowded areas with advanced technologies, as implemented in cities like Paris, could ensure a more balanced and sustainable approach to tourism management	Sofia Almeida:
Management Strategies	Best Practices from Destinations	Promoting less-visited areas, as Berlin has done, would help distribute tourist activity more evenly across the city, reducing congestion in overpopulated areas and encouraging exploration of lesser-known neighborhoods	Sofia Almeida:
Management Strategies	Best Practices from Destinations	Capping daily visitor numbers at popular sites, as implemented in Athens, can prevent overcrowding and protect these locations from wear and tear.	Sofia Almeida:
Management Strategies	Best Practices from Destinations	Restricting cruise ship arrivals, a practice adopted by Dubrovnik, can help mitigate the overwhelming influx of tourists during peak seasons.	Sofia Almeida:
Management Strategies	Community & Communication	A significant challenge lies in effectively communicating these measures to both residents and tourists. Clear, transparent messaging is crucial to foster understanding, cooperation, and support for these initiatives.	Sofia Almeida:
Management	Community &	Finding a balance between tourism and the needs of locals in Lisbon requires a mix of regulation and thoughtful planning.	Javier Solar:

Strategies	Communication		
Management Strategies	Community & Communication	Cultural experiences, like urban gardening projects, local markets, or farm-to-table restaurants, could be developed here, benefiting both tourists and locals.	Antonio Fontes:
Management Strategies	Community & Communication	Yes, I'd like to stress that the key to success lies in viewing tourism from the perspective of locals. If we prioritize their needs, we can create a sustainable and harmonious relationship between tourists and the city. It's all about finding balance and building a better future for Lisbon together.	Antonio Fontes:
Management Strategies	Community & Communication	Communication, in general, is key. Tourists need clear guidance on where different activities can take place—for example, areas suitable for nightlife where noise won't disturb residents.	Luis Araujo:
Management Strategies	Community & Communication	Locals can help by supporting local businesses, advocating for responsible tourism, and pushing for policies that balance residents' needs with tourism.	Javier Solar:
Management Strategies	Community & Communication	Without strategies to redirect tourist flows, these areas miss out on economic opportunities, while the most popular neighborhoods remain overcrowded	Antonio Fontes:
Management Strategies	Community & Communication	improving the quality of tourism itself, encouraging visitors to explore less crowded areas or enjoy experiences that support local culture	Javier Solar:
Management Strategies	Community & Communication	Expanding the "Lojas com História" program to include more small businesses—or even creating a new, stronger version of it—could really help support and preserve the city's unique charm and history.	Diogo Costa:
Management Strategies	Community & Communication	Enforcing noise and occupancy limits is essential, particularly for maintaining the quality of life (QOL) previously discussed.	Sofia Almeida:
Management Strategies	Community & Communication	Encouraging tourism in less-visited neighborhoods would help distribute the benefits of tourism more evenly while reducing pressure on popular areas.	Sofia Almeida:
Management Strategies	Community & Communication	One noteworthy initiative in this regard is "Lojas com História," which aims to protect and preserve traditional, old-model businesses that are part of Lisbon's identity.	Sérgio Guerreiro:
Management Strategies	Community & Communication	We could also focus on less explored neighborhoods. Eastern Lisbon, for instance, is home to vibrant communities, including Cape Verdean and Chinese populations.	Antonio Fontes:
Management Strategies	Community & Communication	Instead of creating barriers, we should focus on inclusive solutions that benefit the local population. Sustainable tourism should aim to enhance residents' quality of life while offering visitors authentic and diverse experiences.	Antonio Fontes:
Management Strategies	Cultural Preservation & Marketing	It's important to remember that managing tourism isn't just an economic issue—it's a social responsibility.	Antonio Fontes:
Management Strategies	Cultural Preservation & Marketing	Encouraging quality, cultural experiences, like local food and traditions, would give tourists a deeper connection to Lisbon's heritage.	Javier Solar:

Management Strategies	Cultural Preservation & Marketing	Maintaining the authenticity of Lisbon's assets and heritage, such as its culture, food, and traditions, is essential for ensuring long-term sustainability and preserving the city's attractiveness.	Sérgio Guerreiro:
Management Strategies	Cultural Preservation & Marketing	While tourism has been great in many ways, it's at a point where the city needs a more balanced approach to protect both its residents' quality of life and its cultural soul.	Javier Solar:
Management Strategies	Cultural Preservation & Marketing	Promoting cultural education for tourists could foster greater respect for local traditions and communities.	Sofia Almeida:
Management Strategies	Cultural Preservation & Marketing	We know that a city without residents, without small businesses, without sports, recreational and cultural associations is a place without a future	Anonym Housing Activist:
Management Strategies	Cultural Preservation & Marketing	Locals are essential for sustainable tourism. Without them, the city loses its authenticity and soul. We must prioritize their needs and interests in all planning efforts. By involving them, we can create tourism offerings that are culturally enriching and economically beneficial.	Antonio Fontes:
Management Strategies	Cultural Preservation & Marketing	For example, local communities could be empowered to showcase their unique products and traditions. Cape Verdean and Portuguese communities could be supported in producing and marketing their goods or opening small, community-based businesses. This would foster cultural exchange while creating economic opportunities for residents.	Antonio Fontes:
Management Strategies	Economic Contributions	This dependency raises questions about long-term sustainability and whether alternative strategies are needed to diversify the economy and reduce reliance on a sector that is often unpredictable and vulnerable to external factors.	Diogo Costa:
Management Strategies	Community & Communication	Lisbon should look to examples of cities that have successfully implemented inclusive and sustainable tourism strategies. The focus should be on actively managing tourist flows, developing new areas, and integrating local communities into tourism efforts.	Antonio Fontes:
Management Strategies	Economic Contributions	Unfortunately, yes. Most measures focus on limiting tourism by imposing restrictions and raising costs, such as higher taxes, caps on accommodations, or stricter regulations for short-term rentals. These approaches often make the destination more exclusive, catering mainly to wealthier tourists, which increases social inequality.	Antonio Fontes:
Management Strategies	Economic Contributions	While it may have certain impacts, it is equally important to recognize the benefits of tourism development, such as the creation of new attractions, stylish restaurants, and events featuring international artists.	Sérgio Guerreiro:
Management Strategies	Economic Contributions	Additionally, tourism should be managed at a metropolitan level, not just within Lisbon's city limits. Coordinating with surrounding municipalities could help distribute the benefits and burdens of tourism more evenly while creating new and unique attractions.	Antonio Fontes:
Management Strategies	Implemented	Short-term rentals (STR) in Lisbon have been regulated from the outset, with the City Hall equipped with legal instruments to control the excessive growth of this model.	Sérgio Guerreiro:
Management Strategies	Implemented	Lisbon has implemented a specific regulation that limits STRs once a certain ratio of STRs to total housing is reached. As a result, in downtown Lisbon, it is no longer possible to open any new STRs under the current regulations.	Sérgio Guerreiro:
Management Strategies	Implemented	Additionally, there are instruments in place to support entrepreneurs in developing community-based projects within the city, further contributing to the preservation of its unique character	Sérgio Guerreiro:

Management Strategies	Implemented	This indicates that the city is aware of the potential challenges posed by overtourism and is proactively taking steps to address them before reaching a critical stage.	Sofia Almeida :
Management Strategies	Implemented	Lisbon has already started using real-time data to monitor tourist flows, but this system could be further improved.	Sofia Almeida :
Management Strategies	Community & Communication	There are a few ideas that could really make a difference in Lisbon. For example, giving Portuguese residents priority access to Tram 28 would help ensure locals can still use it	Diogo Costa:
Management Strategies	Cultural Preservation & Marketing	Lisbon is full of beautiful areas that are underdeveloped. For instance, Beato and Marvila have warehouses hosting many events and parties, but they aren't being marketed. Lisbon also has an incredible urban art circuit that isn't being promoted. Creating new destinations within the city and actively promoting them would help relieve pressure from overcrowded areas like Belém and Chiado	Luis Araujo:
Management Strategies	Cultural Preservation & Marketing	First, we need to diversify tourism offerings and develop new attractions outside the overcrowded areas, For example, the Tejo River could be leveraged much more effectively. Activities like boat tours, watersports, or birdwatching in nearby wetlands could be promoted. These areas are only about 20 minutes from the city center and have enormous potential.	Antonio Fontes:
Management Strategies	Cultural Preservation & Marketing	Instead of focusing on the notion of overtourism, the emphasis should be placed on better managing tourist flows. The goal should be to relieve pressure on overburdened areas and distribute activities more evenly throughout the city	Luis Araujo:
Management Strategies	Cultural Preservation & Marketing	Another major issue is the lack of diversification in tourism offerings. There are many areas in Lisbon, such as the eastern parts of the city and the riverfront, that remain underutilized despite their potential.	Antonio Fontes:
Management Strategies	Policy and Taxation	The key is to find a balance that allows tourism to contribute economically while preserving the city's character and residents' quality of life. Even the payment of tourist taxes could be better accepted if people know and understand how the money will be invested	Sofia Almeida :
Management Strategies	Policy and Taxation	Finally, there's a lack of long-term planning. Most city strategies focus on short-term fixes, such as raising taxes or imposing restrictions, instead of addressing the structural issues with sustainable solutions.	Antonio Fontes:
Management Strategies	Policy and Taxation	By ensuring affordable housing, protecting local businesses and community establishments, and regulating & enforcing limits to tourism (X number of tickets per year for any given attraction for example).	Manuel Martin:
Management Strategies	Policy and Taxation	Cruise ships are a major problem. When all passengers disembark simultaneously, it creates massive strain on the same areas. Clear guidelines are needed, such as limiting the number of people visiting certain sites at one time. For example, only allowing 500 people to visit Jerónimos, Alfama, and Sintra at the same time could alleviate pressure.	Luis Araujo:
Management Strategies	Policy and Taxation	This means prioritizing policies that address the needs of residents, such as affordable housing, fair wages, and accessible public services	Andreas Lueg:
Management Strategies	Policy and Taxation	Push back against the influx of digital nomads driving up rents and displacing locals. Instead, focus on policies that prioritize affordable housing, sustainable living, and initiatives that truly benefit the community.	Andreas Lueg:
Management Strategies	Policy and Taxation	Incentivizing traditional businesses to remain in historic areas would help preserve the cultural identity and authenticity of these neighborhoods.	Sofia Almeida :

Management Strategies	Policy and Taxation	Constantly monitoring tourism attractions and actively promoting the dispersion of tourists across different areas of the city are valuable tools for effectively managing tourism.	Sérgio Guerreiro:
Management Strategies	Policy and Taxation	We can see that tourism can provide more benefits in some regions of the country that are less pressured by the housing crisis, but in the case of Lisbon, urgent political measures are needed to ensure that the right to profit does not take precedence over the right to housing for those that live and work in the city	Anonym Housing Activist:
Management Strategies	Policy and Taxation	we don't accept whole families being evicted without a decent alternative because of pressure from the real estate business of a minority. At the same time, we need to increase public housing and public student accommodation	Anonym Housing Activist:
Management Strategies	Policy and Taxation	It requires courage and long-term vision. Authorities need to be willing to invest in new areas and infrastructure, even if the benefits aren't immediately visible. Transparent communication with the public about the advantages of these strategies is also essential.	Antonio Fontes:
Management Strategies	Policy and Taxation	For mobility, solutions include controlling the number of cars entering Lisbon, creating alternative parking spaces outside the city with shuttle services, and investing more in public transportation. For waste management, stricter regulations and better communication about garbage disposal are necessary	Luis Araujo:
Management Strategies	Policy and Taxation	We need more houses for locals, there are former governmental buildings abandoned that can be renovated for municipal houses for locals	Diogo Costa:
Management Strategies	Policy and Taxation	Additionally, introduce a two-tier pricing system where locals pay at least 50% less for goods and services across the board. This would help balance the scales, making life more affordable for residents while ensuring tourists contribute fairly to the local economy.	Andreas Lueg:
Management Strategies	Policy and Taxation	Additionally, a tiered licensing system for long-term residents could prioritize those who are more integrated into the community	Sofia Almeida:
Management Strategies	Policy and Taxation	closing the cruise ship terminal could go a long way in reducing overcrowding and pollution, making tourism more sustainable	Diogo Costa:
Management Strategies	Policy and Taxation	Ban cruise ships from entering the Tejo entirely—they contribute to pollution, overcrowding, and strain on the city.	Andreas Lueg:
Management Strategies	Policy and Taxation	Investments should focus on culture, education, and community infrastructure. Supporting local artists, preserving historical sites, and fostering a vibrant cultural scene	Andreas Lueg:
Management Strategies	Policy and Taxation	By controlling the number of properties being used for tourism, we could keep more homes available for residents.	Javier Solar:
Management Strategies	Policy and Taxation	Hotels/hostels are fine but need to be regulated through zoning to avoid entire neighbourhoods being occupied by just tourist accommodation.	Manuel Martin:
Management Strategies	Policy and Taxation	It's time to prioritize Lisbon's identity and its residents over short-term profit-driven developments.	Andreas Lueg:

Management Strategies	Policy and Taxation	To succeed in this endeavor, it is essential to engage in active benchmarking to avoid repeating the mistakes made by other European capitals.	Sofia Almeida :
Management Strategies	Regulation Housing market	Requiring hosts to be primary residents would ensure that the focus remains on local involvement and reduces the displacement of long-term residents	Sofia Almeida :
Management Strategies	Regulation Housing market	One key step would be limiting short-term rentals, or "alojamento turístico", in certain areas to prevent housing prices from rising too quickly and pushing locals out.	Javier Solar:
Management Strategies	Regulation Housing market	To balance tourists and residents, I'd support strict regulations, including a cap on the number of short-term rentals in residential areas, zoning restrictions to limit them to tourist zones, and strong enforcement of registration rules.	Javier Solar:
Management Strategies	Regulation Housing market	high taxes on owners of short-term rentals	Javier Solar:
Management Strategies	Regulation Housing market	Offering tax incentives for long-term rentals could further encourage landlords to prioritize residents.	Javier Solar:
Management Strategies	Regulation Housing market	The City Administration should regulate short-term rentals, limit schemes like NHR and Golden Visas, ensure equal taxation for working tourism	Javier Solar:
Management Strategies	Regulation Housing market	Short-term rentals should be banned in Lisbon	Manuel Martin:
Management Strategies	Regulation Housing market	Affordable housing has to be a priority, This means bringing middle- and working-class residents back from the outskirts and rebuilding neighborhoods with a focus on the people who actually live and work here	Andreas Lueg:
Management Strategies	Regulation Housing market	First, limiting new short-term rental licenses in high-demand areas could help manage housing availability and affordability	Sofia Almeida :
Management Strategies	Regulation Housing market	Encouraging rentals in less saturated neighborhoods could help distribute tourism more evenly across the city, alleviating pressure on overburdened areas.	Sofia Almeida :
Management Strategies	Regulation Housing market	Regulating short-term rentals is crucial to protecting local housing and preventing the displacement of residents.	Sofia Almeida :
Management Strategies	Regulation Housing market	We believe that there is no single, immediate solution to the housing problem. We need an affordable rental market with regulated rates; we need to combat the informality of renting with stable contracts (lasting no less than 10 years)	Anonym Housing Activist:
Management Strategies	Regulation Housing market	Porta a Porta is aware that only a national program based on central government will give municipalities the means and resources to invest in housing. Similarly, at an external level, the Portuguese government must put pressure on the European Union and the ECB to effectively lower interest rates on loans, and it should be the banks' profits - not the population (!) - that pay for the European Central Bank's choices!	Anonym Housing Activist:

Management Strategies	Community & Communication	Supporting local artisans and crafts is vital for the future of social sustainability, helping to maintain traditional skills and bolster local economies.	Sofia Almeida :
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Appendix 2: Tabular analysis of the survey results

Question	Responses
1. What is your Age?	Under 18 = 2.70%, 18-30 = 55.41%, 31-45 = 25.68%, 46-60 = 10.81%, Above 60 = 5.41%
2. Are you a local, a temporary resident, or a tourist in Lisbon?	Local = 35.81%, Tourist = 27.03%, Temporary Resident = 37.16%
3. If you are a tourist, what is your main reason to visit Lisbon?	Leisure/Holiday = 44.90%, Cultural/Sightseeing = 28.57%, Business Trip = 2.04%, Visiting Friends or Family = 24.49%
4. If you are a local, have you ever considered moving out of the city center due to the tourist crowds?	Yes, I have thought about it and plan to move = 25.00%, Yes, but no concrete plans = 34.62%, No, not considered it = 40.38%
5. If you are a temporary resident, to what extent do you see yourself as part of the mass tourism issue?	Strongly as part of the problem = 37.74%, Partially as part of the problem = 56.60%, Barely as part of the problem = 1.89%, Not as part of the problem = 3.77%
6. In your opinion, as a temporary resident, what is the most negative impact of your stay on the city?	Increased demand for housing = 66.67%, Crowded public spaces = 3.70%, Reduced services for locals = 12.96%, Impact on culture = 14.81%, No negative impact = 1.85%
7. How burdensome do you find the number of tourists in Lisbon?	Not burdensome = 2.03%, Slightly burdensome = 14.86%, Moderately burdensome = 24.32%, Highly burdensome = 46.62%, Extremely burdensome = 12.16%
8. Do you feel that the presence and behavior of tourists disrupt your daily routines or leisure activities?	Yes, frequently = 29.73%, Sometimes = 54.73%, Rarely = 10.81%, No = 4.73%
9. During your visit or temporary stay in Lisbon, did you feel that certain areas or attractions were overly crowded or difficult to enjoy due to the tourists?	Yes, frequently = 35.35%, Sometimes = 62.63%, Rarely = 2.02%
10. Which tourist activities or facilities have the greatest impact on the quality of life in your area and bother you the most?	High rental prices = 18.41%, Tuk-tuks = 11.34%, Crowded spaces = 15.58%, Traffic congestion = 16.43%, Nightlife = 11.89%, Loss of culture = 18.13%, Environmental impact = 7.93%, No issues = 0.28%

Question	Responses
11. Do you feel that you need to avoid certain areas or attractions because they are overcrowded with tourists?	Yes, frequently = 20.27%, Sometimes = 43.24%, Rarely = 18.24%, No = 18.24%
12. To what extent do you agree that tourism has altered Lisbon's cultural heritage and authenticity?	Strongly agree = 20.27%, Somewhat agree = 60.14%, Neutral = 15.54%, Somewhat disagree = 2.70%, Strongly disagree = 1.35%
13. Do you feel that Lisbon, as a tourist destination, equally considers the needs of both residents and tourists?	Well balanced = 6.08%, Somewhat = 29.73%, Focused on tourists = 64.19%
14. As a local, do you feel sufficiently involved in the city's decision-making regarding touristic developments?	Well-informed = 4.69%, Partially involved = 45.31%, Not involved = 50.00%
15. In your opinion, what are the most negative impacts of tourism on Lisbon?	Air pollution = 14.49%, High water use = 3.04%, Litter = 10.05%, Damage to monuments = 5.61%, Noise = 13.32%, Traffic congestion = 20.79%, Natural area degradation = 7.71%, Overuse of public transport = 21.96%, No impact = 3.04%
16. Do you think it is still possible for the city of Lisbon to manage the challenges of mass tourism effectively, or has it already reached a point where changes may be difficult to implement?	Still time = 27.70%, Challenging but possible = 58.11%, Too late = 8.78%, Unsure = 5.41%
17. Which strategies do you think should be implemented most urgently to manage the mass tourism issue in Lisbon?	Limit visitors = 16.14%, Regulate rentals = 20.45%, Seasonal pricing = 11.36%, New routes = 5.68%, Tourism tax = 8.18%, Improve transport = 9.09%, Awareness campaigns = 10.23%, Citizen participation = 18.86%

Appendix 3: Interview Guideline and Transcript (Example Sofia Almeida)

Interviewer: Good afternoon, could you please tell me your name, where you work, and what professional position you hold? Additionally, I would like to ask for your permission to use your statements for my master's thesis.

Sofia Almeida: My name is Sofia Almeida. I am the Tourism and Hospitality Coordinator at Universidade Europeia, where I also work as an Associate Professor and Researcher. My academic focus includes tourism studies, with particular interest in issues such as over tourism. I hereby give you permission to use my statements for your master's thesis.

Interviewer: What would you describe as the current stage of tourism that is happening in Lisbon? In your opinion, has the city already reached a critical point when it comes to mass tourism?

Sofia Almeida: Lisbon is currently experiencing a significant period of tourism growth. It has been ranked as a top European destination and continues to attract a growing number of visitors due to its rich cultural attractions, affordability, and accessibility.

Although the city has seen a considerable increase in tourism, it remains debatable whether Lisbon has reached the critical point of mass tourism. However, there are clear signs of strain. For instance, the city is actively promoting attractions beyond the city center, which suggests an effort to disperse tourists and reduce pressure on the most popular areas. Additionally, there is a noticeable focus on sustainable and responsible tourism initiatives.

Lisbon is working to balance the promotion of its well-known sites with the encouragement of visits to lesser-known attractions. This indicates that the city is aware of the potential challenges posed by overtourism and is proactively taking steps to address them before reaching a critical stage. To succeed in this endeavor, it is essential to engage in active benchmarking to avoid repeating the mistakes made by other European capitals.

Interviewer: What do you consider to be the main challenges concerning the quality of life of Lisbon's inhabitants that are directly related to tourism?

Sofia Almeida: The main challenges affecting the quality of life (QOL) in Lisbon are significant and multifaceted. The conversion of homes into vacation rentals has caused the displacement of residents from their neighborhoods, while real estate prices and rents have risen dramatically.

Gentrification is another pressing issue. Long-time residents are being pushed out of central areas and forced to move to the suburbs as housing in the city center becomes unaffordable. Bairro Alto is a prime example, where the local community has been displaced and replaced by new residents living in upscale condominiums.

Additionally, essential local businesses and services are being replaced by tourist-oriented shops and restaurants, altering the character of traditional neighborhoods. The high ratio of tourists to residents is also placing considerable pressure on the city's infrastructure and public spaces. The influx of tourists and expats is fostering a new urban culture that may conflict with traditional Lisbon life. A notable example of this is the transformation of the Martim Moniz area. While tourism has undeniably boosted Lisbon's economy, it has also made the city increasingly vulnerable to fluctuations in the tourism industry, raising concerns about long-term sustainability.

Interviewer: How do you find the balance between tourism needs and locals in Lisbon? In which sectors do you think that, today, too much attention is given to tourists?

Sofia Almeida: The key is to find a balance that allows tourism to contribute economically while preserving the city's character and residents' quality of life. Even the payment of tourist taxes could be better accepted if people know and understand how the money will be invested

Interviewer: Which tourist influences and activities do you regard as the most burdensome in terms of overcrowding, prices, noise, traffic, and party tourism?

Sofia Almeida: Short-term vacation rentals are displacing residents and significantly driving up housing costs. Tuk-tuk vehicles are contributing to congestion on narrow streets, causing frequent traffic jams and blocking access for residents. Pub crawls and nightlife, particularly in areas such as Bairro Alto, are leading to excessive noise and disruptive behavior, impacting the quality of life for locals. Overcrowding in popular areas is placing immense pressure on local infrastructure and altering the character of neighborhoods. The conversion of local businesses is another concern, with essential services being replaced by tourist-oriented shops and restaurants. Party tourism is also becoming a major issue, creating a "hyperfestive atmosphere" that disrupts the daily lives of residents, especially in historic neighborhoods like Bairro Alto.

Interviewer: How about short-term rentals, say for example Airbnb in Lisbon? What regulations would you want to see so that tourists' needs can be balanced with locals' needs for housing?

Sofia Almeida: First, limiting new short-term rental licenses in high-demand areas could help manage housing availability and affordability. Requiring hosts to be primary residents would ensure that the focus remains on local involvement and reduces the displacement of long-term residents. Additionally, a tiered licensing system for long-term residents could prioritize those who are more integrated into the community. Enforcing noise and occupancy limits is essential, particularly for maintaining the quality of life (QOL) previously discussed. Encouraging rentals in less saturated neighborhoods could help distribute tourism more evenly across the city, alleviating pressure on overburdened areas. Establishing safety standards and a comprehensive registration system would also be important. Although safety is not currently a significant concern in Portugal and remains an attractive feature for nationalities like Americans, it cannot

be taken for granted. Monitoring safety developments through news and other reliable sources is crucial to maintain this reputation.

Interviewer: How do you think Lisbon could preserve authenticity and cultural heritage as a city popular with tourists?

Sofia Almeida: Regulating short-term rentals is crucial to protecting local housing and preventing the displacement of residents. Incentivizing traditional businesses to remain in historic areas would help preserve the cultural identity and authenticity of these neighborhoods. Promoting cultural education for tourists could foster greater respect for local traditions and communities. Investing in the restoration of historic sites is essential to protect them for future generations, ensuring their longevity and cultural significance. Encouraging tourism in less-visited neighborhoods would help distribute the benefits of tourism more evenly while reducing pressure on popular areas. Supporting local artisans and crafts is vital for the future of social sustainability, helping to maintain traditional skills and bolster local economies. Lastly, managing tourist flows in crowded areas with advanced technologies, as implemented in cities like Paris, could ensure a more balanced and sustainable approach to tourism management.

Interviewer: What do you believe the City Administration should be doing to control tourism better, and how could locals help?

Sofia Almeida: I have already provided some feedback on this topic, but it is worth emphasizing the following points: Firstly, diversifying tourist attractions beyond the city center is essential to distribute visitor flows and reduce overcrowding in central areas. Secondly, limiting new short-term rentals is necessary to manage the housing supply and prevent further strain on the local market. Lastly, protecting the local housing market is a critical step in ensuring that residents are not displaced due to tourism-related pressures. Locals also have an important role to play in this process. They can contribute by actively participating in community discussions about tourism, even though this is not traditionally a Portuguese habit.

Preserving local culture and traditions is another key aspect, as these elements represent a unique selling point (USP) for Lisbon and Portugal as a whole. Additionally, offering authentic and sustainable tourism experiences—things that tourists cannot find elsewhere in the world—can further enhance the appeal of the destination while supporting responsible tourism development.

Interviewer: Which regulations or practices of other European cities do you think are exemplary regarding mass tourism and could be applied in Lisbon?

Sofia Almeida: Based on successful practices in other European cities, Lisbon could adopt several strategies to better manage tourism.

For example, limiting short-term rentals, as seen in Barcelona, can help stabilize the housing market by preventing excessive conversions of residential properties into tourist accommodations. This approach protects local residents from displacement and ensures that housing remains accessible and affordable. Implementing a tourist tax, similar to Amsterdam, could generate additional revenue to invest in the city's infrastructure, cultural preservation, and sustainable tourism initiatives. This tax would ensure that tourism contributes directly to the maintenance of the city and benefits the local community. Promoting less-visited areas, as Paris has done, would help distribute tourist activity more evenly across the city, reducing congestion in overpopulated areas and encouraging exploration of lesser-known neighborhoods. This strategy enhances the visitor experience while relieving pressure on popular sites. Capping daily visitor numbers at popular sites, as implemented in Athens, can prevent overcrowding and protect these locations from wear and tear. By regulating access, Lisbon can preserve its historical and cultural landmarks for future generations. Restricting cruise ship arrivals, a practice adopted by Dubrovnik, can help mitigate the overwhelming influx of tourists during peak seasons. This measure ensures a more manageable flow of visitors and reduces the environmental impact associated with large cruise ships. Lisbon has already

started using real-time data to monitor tourist flows, but this system could be further improved. By enhancing data collection and analysis, the city could make more informed decisions about managing crowds and optimizing resources. A significant challenge lies in effectively communicating these measures to both residents and tourists. Clear, transparent messaging is crucial to foster understanding, cooperation, and support for these initiatives.

Appendix 4: Best Practices from Other Destinations

Experts suggest adopting proven strategies from other cities to manage over-tourism. Javier Solar highlights Berlin's approach with its tourist tax and promotion of lesser-known attractions to ease overcrowding, while Sofia Almeida emphasizes the value of distributing visitors to less-visited neighborhoods, as seen in Berlin and Madrid, to relieve pressure on central areas. Regulatory measures are critical. Solar cites Denmark's high taxation and strict short-term rental limits, which curb speculation and benefit local economies. Almeida suggests implementing a tourist tax, like in Amsterdam, to fund infrastructure, cultural preservation, and sustainability. Caps on short-term rentals and zoning laws, as seen in Amsterdam and Barcelona, protect residential areas and enable community reinvestment.

Technological tools also show promise. Almeida references Paris's advanced visitor flow management systems and Athens's daily visitor caps to prevent overcrowding. Luis Araujo highlights Porto's noise management system for Airbnb properties, which alerts authorities to excessive noise. Almeida further points to Dubrovnik's and Venice restrictions on cruise ship arrivals to mitigate urban strain.

Finally, Sérgio Guerreiro praises Vienna's transportation system, clear regulations, and balanced dispersal of tourism assets, offering a sustainable model Lisbon could replicate.