

# Developing and Managing Tourism in the Post Covid-19 Era: Perceptions from Hotel Industry Professionals in Cyprus

**Nikolaos Boukas and Stelios Marneros**

Department of Management and Marketing, CESMATSE Research Centre, School of Business Administration, European University Cyprus

[N.Boukas@euc.ac.cy](mailto:N.Boukas@euc.ac.cy)

[S.Marneros@euc.ac.cy](mailto:S.Marneros@euc.ac.cy)

**Abstract:** As in any other part of the world, the COVID-19 pandemic had a huge impact on tourism in the south-eastern island of Cyprus. Indeed, in a turbulent environment with many challenges that Cyprus' tourism had to face, such as loss of competitiveness, monoculture of tourism, unplanned development, human resources management issues, etc., the pandemic was considered the most significant, that not only led to the halt of tourism activity – and hence, the partial collapse of the industry - for many months, but also brought into the surface several chronic structural problems of the island's hospitality business, in terms of management. This paper seeks to examine how the tourism sector and more specifically, hotel enterprises in Cyprus handled the crisis and its consequences. To collect the data, exploratory research was utilised through the form of document scanning as well as face-to-face in-depth interviews with representatives of five-star hotels in Cyprus. Findings revealed that the greatest challenge that hotels in Cyprus needed to face during the pandemic era, was the high degree of uncertainty. All respondents stressed the role of the government and its support and emphasized the cooperation between the public and private sectors on the island. The results of the study would be useful for hotel managers to reduce the immediate impact of the crisis and support the long-term recovery of their operations and expansion, of Cyprus tourism, in a sustainable manner.

**Keywords:** Cyprus Tourism, Crisis Management Strategies, Covid-19 Pandemic, Hotel Industry

---

## 1. Introduction

As in any other parts of the world, COVID19 pandemic had a huge impact on tourism in the South-Eastern Island of Cyprus. Indeed, in a turbulent environment with many challenges that Cyprus' tourism had to face, such as loss of competitiveness, monoculture of tourism, unplanned development, human resources management issues, etc., the pandemic was considered as the most significant, that not only led to the halt of tourism activity – and hence, the partial collapse of the industry for many months - but also brought into the surface several chronic structural problems of the island's hospitality business, in terms of management.

The pandemic crisis was a representative example of a (tourism) system's distraction, that necessitated the re-order and organization of the tourism sector of Cyprus and at the same time highlighted the chaotic characteristics and transformation of the complex tourism mechanisms (Boukas & Ziakas, 2014). That means that despite the current recovery of the Cypriot tourism sector and its pertinent industries such as hospitality and hotels, the shock and wounds of the tourism sector on the island are still evident, while the recent Russian-Ukrainian war and its consequences in European economic and social fabric, affected even more this situation. In this respect, there is a need for understanding how destinations, such as Cyprus, can deal with the consequences. To do so, it is imperative to examine how several industries of tourism, in this case hotels, perceived the crisis and its impacts and the ways that the latent have been addressed their (crises) consequences on their business activity.

This paper seeks to examine at how the tourism sector and more specifically, hotel enterprises in Cyprus handled the crisis and its consequences. For doing so, it assessed the impact of the pandemic on the overall operation of the island's hotel industry, as well as whether the general perception of the hotel managers/owners has changed due to the new circumstances created by the pandemic. The evaluation has been carried out at hotels in a number of cities in Cyprus. The findings would be useful for hotel managers in order to reduce the immediate impact of the crisis and support the long-term recovery.

## 2. Literature Review

### 2.1 Tourism and Crises

Tourism is a key component of development and growth in many countries. Nonetheless, despite its remarkable financial strength and apparent resilience, it is often vulnerable to various internal and external disturbances such as economic recessions, natural disasters, epidemics or international conflicts (Boukas & Ziakas, 2013;

Sönmez, et al, 1999). Tourists' decisions and the choice of a tourist destination are influenced by personal and shared perceptions of security, which are often fuelled by images and information in the media about the tourist destination. Health crises, such as epidemics, receive negative coverage and exposure graphic images in the media (Novelli et al, 2018). As such, crises may have a serious impact on the perceived image of the destination as safety plays an important role in the decision-making process of the tourist.

Indeed, according to the UNWTO, safety is a significant determinant for the quality of tourism. Therefore, to offer quality tourism experiences, tourism destinations must adopt practices and strategies that promote the safety and well-being of visitors (UNWTO, 2021). The safety of a tourist destination is affected by negative events such as various types of crises and their impacts (Som et al, 2015). In order, to address these crises effectively, there is a need for the proper definition of crises and crises management.

In these lines, the Institute for Crisis Management (ICM, 2021) defines a crisis as any issue, problem or disorder that may bring negative reactions of an organization's shareholders and which can affect its reputation, operation and financial condition organization. Crises can be any situation that may be threatening for people and cause several disruptions in the proper business activity of organisations and destinations, affecting this way the working environment, and in this respect, cause negative publicity for the organisations/destinations. Pauchant & Mitroff (1992) claim that a crisis is a disturbance which naturally affects a system and its components and threatens its basic premises. In addition, Faulkner (2013) defines the crisis as some action or failure to act which interferes with an organisation's function and thus, affecting the achievement of its goals and sustainability. It can also have detrimental effects on its stakeholders (employees, customers, management).

Crises include an important level of uncertainty and for this reason, their categorisation is not easy. For instance, according to Rosenthal and Kouzmin (1993), crises can be categorised as man-made or technological and natural catastrophes. In the same lines, Rike (2003) complements with another category, social crises. Further, Faulkner (2013) considers that the main distinction, between a situation that can be called a "crisis" and a situation that can called as "catastrophe", is the extent to which this situation can attributed to the organisation itself, or can be described as originating from abroad environment of the organisation. Thus a "crisis" describes a situation where the basic cause of an event is, to some extent, self-inflicted from within the organization. Problems such as inadequate management structures and practices or failure to fast adaptation to change, while a disaster can be defined as a situation where a business faces sudden unforeseeable disruptive changes for which it has little control (Miller & Ritchie, 2003). In any case, crises are important challenges that necessitate the direct response of management and tourism policy. Poor management of a crisis can further increase costs and make them worse problems faced by the organisation.

## 2.2 Crisis Management's Necessity for Tourism

Crisis management is an important part of modern business. The knowledge and the preparedness of a company's management for a possible crisis plays a crucial role in the prevention and successful management of crises during and after the occurrence of a crisis (Bilić et al., 2017). Sonmez et al., (1999) emphasize that every tourist destination should include one crisis management plan in its planning, marketing and tourism management.

In terms of crisis management's effectiveness, Tew et al. (2008) suggest that there are few reports specifically stating whether the strategic management will prevent or not a crisis. Despite this, there is general acceptance that the strategic management processes will help an organisation (or destination) to cope effectively to the changes that a crisis will cause. This is something imperative for tourism as, as mentioned, crises may affect the perceived image of the destination.

According to Bundy et al. (2016) there are the following three stages in crisis management:

- a. The prevention stage before the crisis, which includes the preparedness of an organisation to face a crisis.
- b. The crisis management stage, which includes the actions taken by organisation to deal with the crisis.
- c. The post-crisis stage which includes the process learning from the crisis and what opportunities were created as well as the impact in the organization's external environment.

Ritchie (2004) proposed a more "holistic" strategic approach to crisis management, which you capture in three phases:

1. Proactive pre-crisis planning, that deals with the activities prior any crisis and is preventive in nature,
2. Implementation of the strategy during the actual crisis,
3. Rating and feedback, that concentrates on the activities after the crisis.

The authors suggest that every organisation should create a manual crisis management, with defined roles and tasks in the event of a crisis, which could act as a manual for dealing with a crisis. Rittichainuwat (2013) emphasized the importance of crisis management role in tourism marketing where a written crisis management plan is viewed positively as management's commitment to protect their guests (Zamoum & Gorpe, 2018).

Towards this direction, another determinant that can be considered as crucial in crisis management is the process of communication. The communication response of an organisation during a crisis can minimise and even improve damage to an organisation's reputation and image (Coombs, 2007). Crisis communication represents an important part of each crisis situation and gives the picture of crisis management, before, during and after the end of a crisis (Bilić et al, 2017).

### **2.3 The Crisis of Covid-19 for Tourism: the Case of Cyprus**

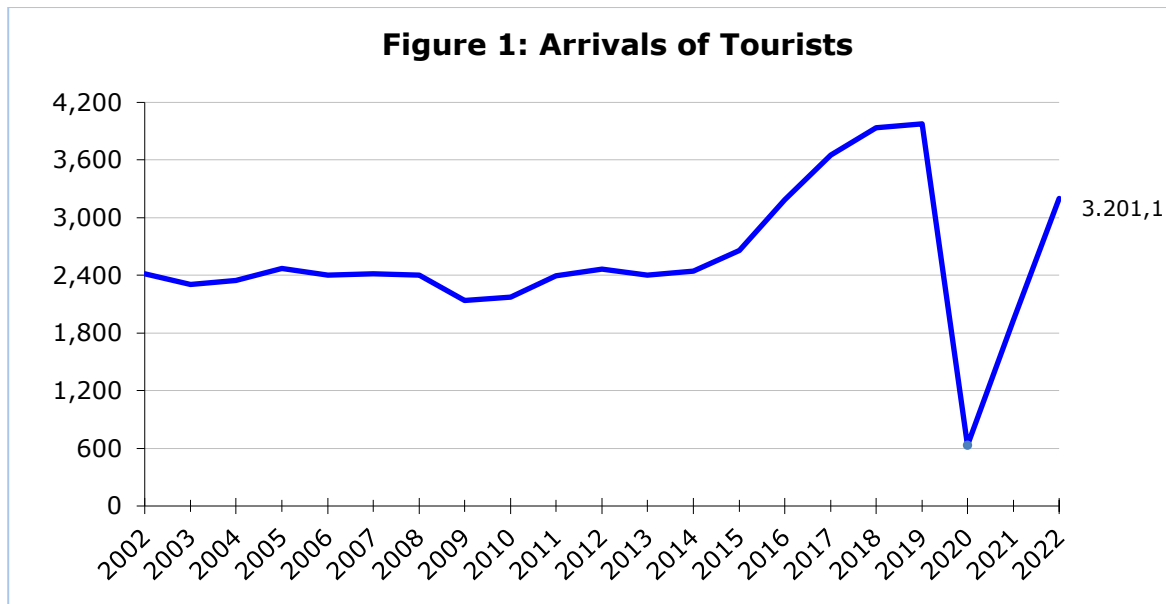
The pandemic of Covid-19 is widely recognised as a global crisis, but it has also impacted the tourism industry in a variety of ways. It has had a devastating impact on people around the world, leading to political, economic and social shifts at the societal level and making everyday life more challenging (Baum & Hai, 2020). In terms of tourism, throughout the pandemic era, there have been closures of cultural centres and attractions in numerous locations, postponements or cancellations of sporting and artistic events, restrictions on access to beaches and national parks, and temporary closures of eateries, cafes, bars, and other entertainment/hospitality venues (Baum & Hai, 2020).

Travellers who had to cancel their vacation plans due to the limitations, quarantines, or social separation have attempted to recoup money related to such reservations. Most of these refund attempts have not gone well, and these unpleasant situations have been broadcasted on websites, social media platforms, and blogs, among other locations where a large audience saw them, creating this way negative publicity. Additionally, as more and more tourists were looking for alternative forms of tourism, such as virtual events, parties, festivals, events, food organisations, and visits, the demand for e-tourism on digital and virtual platforms has also grown (Sigala, 2020) challenging further the competition among destinations and tourist enterprises.

In terms of hotels, Demir et al, (2021) studied the impact of the Covid-19 pandemic in the Turkish hotel industry and evaluated the views of hotel managers. The results revealed that the Covid-19 pandemic affected hotel businesses economically, socially and psychologically. Employees in the tourism sector may also have experienced personal repercussions from the pandemic. According to Kaushal and Srivastava (2020), the most prevalent negative consequences on employees include problems with their working lives, emotions of pessimism, anxiety relating to their jobs, demoralisation from uncertainty, and dread of disease. Hotel companies modified their human resources strategies during Covid-19. An unavoidable scenario has emerged for hotel enterprises as a result of implementation strategies like unpaid leave for staff, firing existing employees, and refraining from hiring new hires (Lai & Wong, 2020). To save costs and improve employee health, hotel companies have encouraged workers in some departments—such as reservations, accounting, and human resources—to work from home during the pandemic. It appears that this preference is still relevant in the wake of the pandemic (Hao, Xiao & Chon, 2020) and was met in various destinations, including Cyprus.

Regarding Cyprus tourism, since 2015, the tourism industry on the island has been growing at a fast and steady pace, in line with the international trends. Over the last five years, the tourism sector has seen unprecedented growth and re-establishment as a crucial component of the local economy, facilitated by large investments in tourism infrastructure and record-breaking annual visitor arrivals. From an economic perspective, the four million tourist visits in 2019 (mostly from the UK and Russia) generated direct revenue of €2.7 billion, or 12.2 percent of nominal GDP, according to the Cyprus Statistical Service (2022). Nearly 30,000 people were working in the sector at the busiest time of the year (PWC, 2020).

Tourist arrivals increased by 65,3% and reached 3.201.080 in 2022 compared to 1.936.931 in 2021. In 2020 tourist arrivals were estimated at 631.609 (Figure1).



**Figure 1: Arrivals of Tourists**

Source: Cyprus Statistical Service (2022)

Due to its heavy reliance on tourism, the Cypriot economy is particularly susceptible to the effects of the pandemic shock. In 2019, the tourism industry contributed over 18% of Cyprus's overall export earnings (PWC, 2020). In 2019, the balance of tourism expenditures (outbound minus incoming) accounted for almost 8% of GDP (Cystat, 2022). Outside of hotels, the tourism industry has a significant impact on allied businesses, as well (food services, retail, transport, construction, and other services). These figures signify that Cyprus's economy is heavily dependent on the travel and tourism both in terms of growth as well as in terms of direct and indirect employment. In this respect, the crisis of Covid-19 left a huge footprint on the island's fragile economy which still tries to find its steps.

### 3. Methodology

The paper is part of a preliminary study that aims to explore the role of Covid-19 pandemic on Cyprus tourism and its industries. Specifically, the papers studying the perceptions of five-star hotel manager and owners tries to shed light to how the crisis affected hotels and tourism on the island underlying its consequences on their operations and responses. Finally, the paper aims to provide implications regarding the appropriate management strategies in order for Cypriot hotels to gain and improve their competitiveness in a turbulent and quite different environment prior the pandemic crisis. These findings would be useful for hotel managers in order to reduce the immediate impact of the crisis and support the long-term recovery of their operations and in expansion, Cyprus tourism, in a sustainable manner.

The main methodological approach for the specific study was exploratory research through scanning of various official documents as well as face-to-face, in-depth interviews with five representatives of five-star hotels in Cyprus. The interviews lasted on average between 1 hour to 1½ hours and were conducted in the offices of the interviewees. Five-star hotel managers/owners were considered for examination, as it is believed that the size and magnitude of this type of hotels may provide more holistic understanding on crisis management approaches in the hotel industry on the island.

An interview guide was prepared to facilitate the conduct of the interviews. The interviews were held in both English and Greek language according to the preferences of the respondents. All the interviews were recorded and transcribed verbatim in the Greek and English language. Afterwards, the interviews in Greek were translated in English and analysed manually by each author independently. Data were analysed iteratively (Miles & Huberman, 1994) adopting a constant comparison method (Glaser & Strauss, 1967) aimed to discover inductively emerging themes and discern their relationships. Once theoretical saturation was reached, the authors compared their interpretations and coding themes in order to agree on a coding scheme that best fits with and describes the emerging data.

## 4. Findings

### 4.1 The Impacts of COVID-19 Crisis on Tourism and Hospitality Industry in Cyprus

All respondents agreed that the pandemic was one of the most serious crises ever hit Cypriot tourism, while some of its consequences are still evident in the tourism sector of the island. Nonetheless, respondents agree that the recovery of the tourism sector was quite quick (in comparison to other destinations) mainly because of the better coordination of activities, due to Cyprus' smaller (and thus, more manageable) size. In terms of how past crises (including Covid-19) affected the operation and performance of Cypriot hotels, respondents agreed that all types of crises, from health related, financial, geopolitical crises always affect the hotel industry in a scalable manner ranging from total closure (as in the case of the pandemic) to major markets' loss (such as the Russian/Ukrainian market due to the recent war), creating critical situations.

For hotels specifically, one of the greatest hits on their operation was the cancellation of bookings and events. As Respondent 3 argued:

'The cancellation of bookings and events, along with the suspension of operations, resulted in a significant loss of revenue that reached the degree of more than the 50% drop in 2020, in comparison to 2019'.

Additionally, it was argued that high fixed costs and increased expenses in other expense categories (like health and safety) negatively impacted profitability of hotels' operation. Another problem that was highlighted due to Covid-19 and during the pandemic period was cash liquidity that was put under pressure as revenues fell sharply but at the same time, fixed costs persisted.

Nonetheless, all respondents indicated that the greatest challenge that hotels in Cyprus needed to face during the pandemic era, was the high degree of uncertainty. As indicated by Respondent 5: 'It's not so much the loss of revenues... mostly it was the uncertain environment that all businesses had to operate in. We couldn't schedule our operations and our plans' or as Respondent 4 claimed: 'We didn't know if we will have business activity during the summer. Everyone was longing for positive (health) figures in order to somehow schedule our work...'. The comments, come in line with the theory on crisis management that argues that any crisis is accompanied by high degree of uncertainty that does not leave many options to tourism management and policy other than the preparation for the next crisis (Rosenthal & Kouzmin, 1993). As Boukas and Ziakas (2013) argue, crises can occur all the time, simultaneously, without any linear order, and with tremendous long-term results. This creates a highly uncertain and unpredictable environment.

In terms of tourists' responses towards the measures, respondents indicated that tourists during the crises indicated a high level of frustration towards all these security controls and measures, lines at the airports, lockdowns and travel limitations. These facts obviously affected the operations of hotels and again underlined the insecurity occurred. As Respondent 4 argued: 'Even when social separation measures were loosened, job insecurity, concern about disposable income, and the possibility of infection discouraged people from scheduling new vacations. On top of this problematic situation, demands for refunds and cancellations from corporate clients such as tour operators, coupled with pressure on liquidity, created an even more challenging situation. As such, corporate clients failed to pay their contractual payments or resorted to 'force majeure' clauses to avoid contractual obligations towards holidaymakers and hoteliers. As Sigala (2020) claims in her work on tourism and Covid-19, both cancellations and loss of money paid for travel and tourism are among the most important consumer related impacts due to the pandemic.

In addition to the above situation, respondents indicated a series of other customer related impacts due to the pandemic such as the moving forward of bookings, the overall lower spending capacity of tourists (in comparison also to the higher transportation prices), and/or the short-term shift in customer behaviour away from hotels and tour packages and towards more alternative forms of accommodations such as holiday villas in an effort to reduce the risk of infection. The aforementioned elements were judged by the respondents to be the most important impacts on the tourism sector of Cyprus, due to Covid-19. In order to illustrate the reactions of the hotel industry towards the pandemic and its challenges, the study asked the respondents to indicate how they have planned their response.

## 4.2 Strategies During Covid 19 Period in Hotel Operations

In order to handle with the pandemic hotels indicated that they received a series of measure to deal with the situations. These measures were either radical or more structured. For instance, Respondent 2 indicated that as a direct respond of the hotel the respondent represents was the operation to be suspended or in part in order for the cost to be reduced. Another respondent (Respondent 1) indicated that a direct response was to lower the room rates in order for more tourists to visit during the non-lockdown periods. Furthermore, the majority of the hotel managers/owners indicated that a crucial measure was the postponement of non-essential planned capital expenditures, including hotel expansions and renovations. All respondents agreed, that the crisis made them completely changing their planning and visions that was scheduled prior the crisis. This indicates, the necessity of the existence of a back-up planning (crisis management plan) during the strategic management of tourist operations). As theory on crisis management in tourism indicates (Ioannides, 1992; Henderson and Ng, 2004), crises are unpredictable and dictate rapid decisions. According to the respondents, all the events necessitated the effective decision-making, to deal with each of their consequences independently, and all them together as a common problem, a noted strategy in tourism crisis management (Boukas & Ziakas, 2014).

All the respondents claimed that dismissing any staff from the hotels due to the lower rates was not among their strategies. In contrast, some hotels indicated that they proceeded to further train their personnel. As Respondent 5 argued: 'Not only we did not fire any people, but we also invested a great amount of funds for their training especially on matters related to hygiene'.

A series of actions taken by hotels considered the cost minimisation of the hotel's operations. These actions as claimed, were taken to safeguard the business during the crisis; as a respondent mentioned (Respondent 3):

'We were restricted to government-imposed actions, and these were followed to the letter but there was no point in changing any business plans or policies as the whole world was in the same situation'.

Respondents argued that specific practices were used that helped the hotels to reduce their cost. These practices included those contractual -online- bookings through travel agents and destination management companies, and/or incentive groups related to conferences and events. In regards to the direct bookings through telephone, email and websites, respondents indicated that they did and do have an impact on the decrease of the operational cost since this is the trend and this is how competition works; they agree that they have played an important role in the cost minimisation. Furthermore, interviewees indicated that the role of online travel agents was and is, during and post-Covid 19 very significant; '... they are important not only because this is the new trend but because customers pay attention to qualitative characteristics such as the online comments of previous guests' (Respondent 4).

In the same lines, respondents indicated several marketing related tactics such as the implementation of special offers or the flexibility with the reservation of customers, moving the bookings forwards without any extra charge to satisfy better the customers. Additionally, market differentiation and expansion appeared to be a common marketing strategy As Respondent 3 argued:

'In scenarios where we lost a major market such as Russia and Ukraine, sales and marketing efforts were diverted to other countries to acquire new business from other sources, and this included digital activities for our own websites and trips to new markets such as Armenia and Poland in order to establish new business streams'.

In terms of marketing communications, respondents highlighted their crucial role in their strategy not only during the crisis but also after it. As mentioned, (Respondent 1):

'We were committed to applying all the government instructions and made sure that we kept the safety of our staff and our customers when we had some at high levels by adhering to all hygiene and safety rules. The marketing message during Covid-19 and still to this day is that we are a safe hotel and adhere to all the government and WHO safety recommendations and procedures so that tourists would feel safe coming here. We try to communicate this in our marketing messages'.

Indeed, marketing communications, and more importantly public relations play an important role in crisis management. According to Fall (2004), public relations is an influential instrument for the revitalisation of the tourism sector, that as opposed to 'hard-sell' advertisements, can offer to future travellers a feeling of connectedness with a destination in the post-crisis period. Fall, suggests that the incorporation of softer

overtones of individual values for the important publics in targeted messages, and the reflexion and understanding of travellers' behaviours/tendencies can lead to effective communication. This is also important for crises because tourists may easily travel to competitive destinations.

Other strategies and tactics mentioned by the respondents were related to the product diversification of their operations. Some of them respondent that they diversified their operations towards alternative forms of tourist activities such as rural tourism or agricultural tourism offering excursion to agricultural destinations in rural areas of Cyprus. Respondents claimed that this diversification enhanced the tourist product service mix and provided an extra source of revenue. In the same lines, some respondents indicated the turn towards more Airbnb operations.

Lastly respondents highlighted the significance of training during and post the crisis. As mentioned, (Respondent 2): 'Training is conducted for all staff on legal crisis management such as fire and bomb threat evacuation, management and security personnel are trained in other types' or 'Training is very important and we need to be as proactive as we can for dealing with problems immediately and move one with proper solutions, approaches and decisions' (Respondent 3). In this respect, respondents indicated that training is important for any phase of the crisis (pre-, during, and post-crisis). Nevertheless, they suggested that proactive measures are of extreme important and thus training should incorporate in a large degree risk management practices.

### **4.3 Covid-19: Governmental Support**

Almost for all responsive strategies, respondents indicated the role of the government and its support, and highlighted also the cooperation among all stakeholders (public and private) of tourism on the island. As a respondent indicated (Respondent 5):

'The cooperation of everyone on the island is crucial. Cyprus as a destination needs to recover quickly from all these recent crises. This cannot be done without the cooperation of everyone, the government, the hospitality industries, and local communities'.

According to the results, all five hotels agreed that they got government support during the Covid-19 pandemic. This support mainly had the form of financial support and incentives given mostly to the domestic market such as discounts for travelling within Cyprus during the pandemic.

In addition, the majority of the hotels indicated that they spend more money on health and safety, which suggests that some hotels were trying to save in this area before the pandemic laws and regulations came into effect. The hotels got government support, and this has caused a positive multiplier effect because of the government's spending on supporting the hotel business (and all its subsidiaries), and employees stayed in the workforce. All the hotels stayed open during the corona virus pandemic because they have other sources of revenue (e.g., tourist websites, restaurants on their hotels' premises). Other forms of governmental support included also the provision of consultation to the hospitality sector in regards to safety issues.

## **5. Conclusions and Recommendations**

Most hotels are optimistic but they believe that Covid-19 will continue to affect the hotel business over the next years. In addition, other crises such as the Russian-Ukrainian war or the war in Gaza has also affected Cyprus tourism, and brought into the surface the need for proper crisis management in the hotels strategic planning. Most importantly, it was raised through the interviews that crises such as Covid-19 did not elevated new problems to the tourism sector of the island; they mostly raised important chronic structural challenges that the sector is traditionally facing, such as those of lost competitiveness ('We are not at the position as we were 20 years ago in terms of image and revenues' (Respondent 4), lack of proper workforce ('Hotels in Cyprus are striving to find proper personnel that would increase the overall quality of the services provided'(Respondent 2), or sustainability issues ('We need to look the future... and this should be more sustainable').

In this respect, the future orientation of the hotel industry in Cyprus should focus on dealing on its structural problems investing in innovative measures such as product and market diversification and utilisation of innovative marketing processes such as co-creation (Boukas & Ioannou, 2020; Edgar & Nisbet, 1996), emphasis on pre-crisis training and utilisation of marketing communications such as public relations (Fall, 2003; McKercher, 1999), and social media strategies' adaptation in several stages of the crisis management, such as environmental scanning at the mitigation stage, creation and exchange of training at the preparedness stage,

internal crisis communication management and collaboration with stakeholders at the response stage, and/or damage assessment and development of risk intelligence at the recovery stage (Sigala, 2011).

Findings derived the important role of various stakeholders in tourism for the proper formulation and implementation of crisis management strategies. Indeed, different sector participants, including hotel executives, financial institutions, consumers, mass media, and the government, need to work synergistically when crises are occurred as these (crises) affect the sector of tourism overall. The synergistic role of stakeholders is widely discussed in the literature of tourism (Boukas & Ziakas, 2014; Faulkner, 2000). For instance, stakeholders could work together on a sector-wide marketing campaign to keep Cyprus at the top of the list for tour operators and holidaymakers. This could be led by the Deputy Ministry of Tourism of the island.

Furthermore, it is critical for hotels to uphold and strengthen ties with major tour operators by maintaining direct communication at all levels (including Ministry). The same holds true for big airlines, who must make sure Cyprus is regularly scheduled into their flight schedules. Marketing incentives such as sales promotions through the offering of vouchers for cancelled vacations is another strategy that may be utilized to raise demand and boost confidence, especially during the crisis period. Hoteliers, airlines, and the government could also support this campaign.

Overall, the paper indicates that crises have happened and will continue to happen and affect all the industries including hospitality and tourist ones. In this respect hotels should be investing a great number of resources of being prepared and dealing with their consequences. Further research should also incorporate the views of other companies in the tourism system such as restaurants, attractions and/or transportation industries. Finally, the examination of the perceptions of other hotel categories such as three- and four-star hotels would develop a more holistic views on hotels' crisis management methods and techniques.

## References

- Baum, T. & Hai, T.N. (2020). Hospitality, Tourism, Human Rights and the Impact of COVID-19. *International Journal of Contemporary Hospitality Management*, 32(7), 2397-2407.
- Bilić, I., Pivčević, S., & Čevra, A. (2017). Crisis management in hotel business—Insights from Croatia. *Communication Management Review*, 2(02), 100-118.
- Boukas, Nikolaos, and Myria Ioannou. "Co-creating visitor experiences in cultural heritage museums: the avenue towards sustainable tourism development." *International Journal of Tourism Policy* 10, no. 2 (2020): 101-122.
- Boukas, N., & Ziakas, V. (2013). Impacts of the global economic crisis on Cyprus tourism and policy responses. *International Journal of Tourism Research*, 15(4), 329-345.
- Boukas, N., & Ziakas, V. (2014). A chaos theory perspective of destination crisis and sustainable tourism development in islands: The case of Cyprus. *Tourism Planning & Development*, 11(2), 191-209.
- Bundy, J., Pfarrer, M. D., Short, C. E., & Coombs, W. T. (2017). Crises and crisis management: Integration, interpretation, and research development. *Journal of management*, 43(6), 1661-1692.
- Coombs, W. T. (2007). Protecting organization reputations during a crisis: The development and application of situational crisis communication theory. *Corporate reputation review*, 10, 163-176.
- Cystat (2022). Statistics on Cyprus tourism. [https://library.cystat.gov.cy/NEW/TOURISM\\_%20STATISTICS-2020\\_22-EN-211223.pdf](https://library.cystat.gov.cy/NEW/TOURISM_%20STATISTICS-2020_22-EN-211223.pdf)
- DEMİR, M., DEMİR, Ş. Ş., DALGIÇ, A., & ERGEN, F. D. (2021). Impact of COVID-19 pandemic on the tourism industry: An evaluation from the hotel managers' perspective. *Journal of Tourism Theory and Research*, 7(1), 44-57.
- Edgar, D.A. and Nisbet, L. (1995) A Matter of Chaos – Some Issues for Hospitality Businesses. *International Journal of Contemporary Hospitality Management*, 8(2), pp.6-9.
- Fall, L.T. (2004) The Increasing Role of Public Relations as a Crisis Management Function: An Empirical Communication Restrategising Efforts Among Destination Organisation Managers in the Wake of 11th September, 2001. *Journal of Vacation Marketing*, 10(3), pp. 238-52.
- Faulkner, B. (2013). Towards a framework for tourism disaster management. In *Managing tourist health and safety in the new millennium* (pp. 155-176). Routledge.
- Glaser, B.G. and Strauss, A.L. (1967). *The Discovery of Grounded Theory: Strategies for Qualitative Research*, Chicago: Aldine Publishing.
- Hao, F., Xiao, Q., & Chon, K. (2020). COVID-19 and China's hotel industry: Impacts, a disaster management framework, and post-pandemic agenda. *International Journal of Hospitality Management*, 90, 102636.
- Henderson, J.C. and Ng, A. (2004) Responding to Crisis: Severe Acute Respiratory Syndrome (SARS) and Hotels in Singapore. *International Journal of Tourism Research*, 6(6), p. 411-19.
- Institute for Crisis Management (2021). *Prepare your Crisis Team for the Inevitable*.
- Ioannides, D. (1992) Tourism Development Agents: The Cypriot Resort Cycle. *Annals of Tourism Research*, 19(4), pp. 711-31.

- Kaushal, V. & Srivastava, S. (2021). Hospitality and Tourism Industry Amid COVID-19 Pandemic: Perspectives on Challenges and Learnings from India. *International Journal of Hospitality Management*, 92, 1-9.
- Lai, I. K. W., & Wong, J. W. C. (2020). Comparing crisis management practices in the hotel industry between initial and pandemic stages of COVID-19. *International Journal of Contemporary Hospitality Management*.
- McKercher, B. (1999) A Chaos Approach to Tourism. *Tourism Management*, 20(4), pp. 425-34.
- Meethan K. (2001) *Tourism in Global Society: Place, Culture, Consumption* (New York: Palgrave).
- Miles, M. and Huberman, A. (1994). *Qualitative Data Analysis*. 2nd edn, London: Sage.
- Miller, G. A., & Ritchie, B. W. (2003). A farming crisis or a tourism disaster? An analysis of the foot and mouth disease in the UK. *Current Issues in Tourism*, 6(2), 150-171.
- Novelli, M., Burgess, L. G., Jones, A., & Ritchie, B. W. (2018). 'No Ebola... still doomed' –The Ebola-induced tourism crisis. *Annals of Tourism Research*, 70, 76-87.
- Pauchant, T. C., & Mitroff, I. I. (1992). Management by nosing around: Exposing the dangerous invisibility of technologies. *Journal of Management Inquiry*, 1(1), 70-78.
- PWC (2020). *COVID-19 Impact of the Pandemic on the Cyprus Economy*, Published 13May 2020
- Rike, B. (2003). Prepared or not . . . that is the vital question. *The Information Management Journal*, 37, 25–33.
- Ritchie, B. W. (2004). Chaos, crises and disasters: a strategic approach to crisis management in the tourism industry. *Tourism management*, 25(6), 669-683.
- Rittichainuwat, B. N. (2013). Tourists' and tourism suppliers' perceptions toward crisis management on tsunami. *Tourism Management*, 34, 112-121.
- Rosenthal, U. & Kouzmin, A. (1993). Globalizing an agenda for contingencies and crisis management: an editorial statement. *Journal of Contingencies and Crisis Management*, 1, 1–12.
- Sigala, M. (2011). Social media and crisis management in tourism: Applications and implications for research. *Information Technology & Tourism*, 13(4), 269-283.
- Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research*. 117, 312-321.
- Som, A. P. M., Aun, O. C., & AlBattat, A. R. (2015). Tourists' perception of crisis and the impact of instability on destination safety in Sabah, Malaysia. *Tourism & Environment, Social and Management Sciences*, 5, 96-103.
- Sönmez, S. F., Apostolopoulos, Y., & Tarlow, P. (1999). Tourism in crisis: Managing the effects of terrorism. *Journal of travel research*, 38(1), 13-18.
- Tew, P. J., Lu, Z., Tolomiczenko, G., & Gellatly, J. (2008). SARS: Lessons in strategic planning for hoteliers and destination marketers. *International Journal of Contemporary Hospitality Management*, 20(3), 332-346.
- UNWTO. (2021). 2020: Worst Year in Tourism History with 1 Billion Fewer International Arrivals.  
<https://www.unwto.org/news/2020-worst-year-in-tourism-history-with-1-billion-fewer-international-arrivals>  
<https://www.cystat.gov.cy/en/PressRelease?id=69471>
- Zamoum, K., & Gorpe, T. S. (2018). Crisis management: A historical and conceptual approach for a better understanding of today's crises. In *Crisis management-theory and practice*. IntechOpen.