

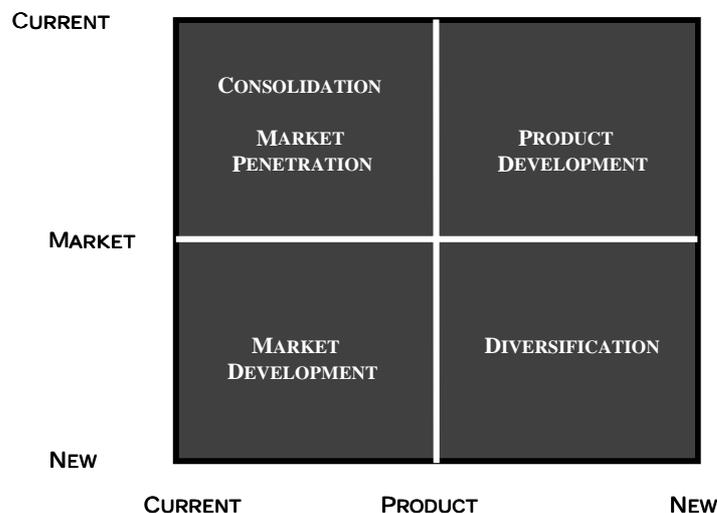
## APPENDIX A: MARKET/PRODUCT STRATEGIC OPTIONS

### Ansoff's Product Market Matrix (1965)

Ansoff (1965) developed a framework for the strategies of market and product development that a firm (or destination) can adopt in regard to innovations (Figure A1). These strategies can be summarised in four options:

- Selling new products/services to existing markets, although it is not certain that existing markets will be attracted by the new products offered. (The term new products/services can have two meanings: something new to the destination, even if it is already used in other destinations, or something that is completely new and innovative);
- Selling existing products/services to existing markets. For a destination the risk of this strategy will be that the number of tourists will be declining each year;
- Extending existing products/services for sale to new markets. Since the market is unknown there is a risk that the extension of the product will be inappropriate;
- Selling new products/services to new markets. This diversification is the highest risk that the destination can face, since it involves new unknown markets or market segments to be targeted in an attempt to develop new unknown products.

Figure A1: Ansoff's Product Market Matrix



Source: Ansoff (1965).

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**The Boston Consulting Group Growth-Share Product Portfolio (1970)**

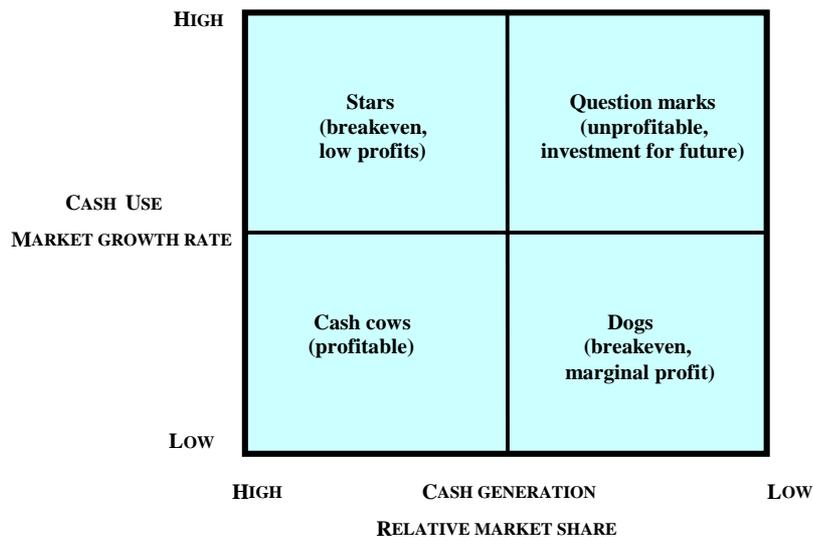
Henderson (1979), of the Boston Consulting Group, developed a matrix that suggests (Jauch and Glueck, 1988; Thompson, 1997, p.309):

- The margins earned by a product, and the cash generated by it, are a function of market share. The higher the market share is, relative to competitors, the greater is the earnings potential.
- Sales and revenue growth requires investment. Sales of a product will only increase, if there is appropriate expenditure on advertising, distribution and development; and the rate of market growth determines the required investment.
- High market share must be earned or bought which requires additional investment.
- No business can grow indefinitely.

The matrix shown in Figure A2 shows the composition of the axes and the names given to products:

- Stars are products with high market share in a fast growing tourism market having great potential and producing high returns on investments.
- Cash cows are products with a high market share in a slow growing market.
- Dogs are products with low market shares in a slow growing or declining market.
- Question marks are products with low market share in a high growing market.

Figure A2: The Boston Consulting Growth-Share Matrix



Source: Henderson (1979).

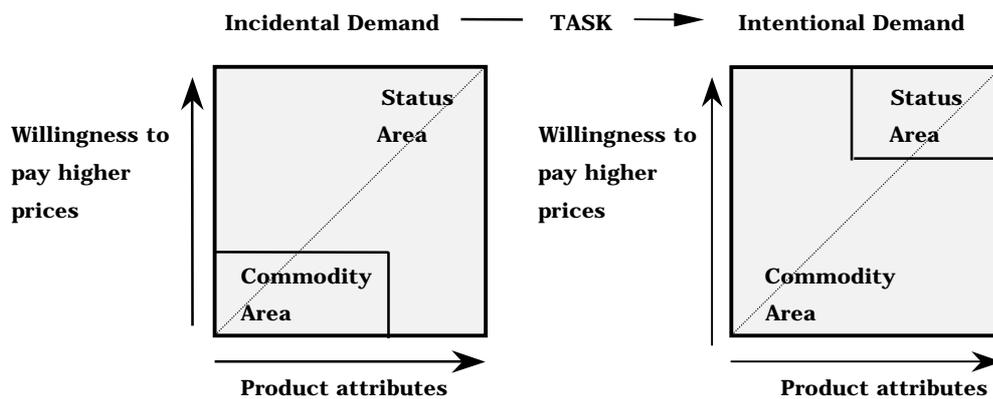
For each of the products in the portfolio, an appropriate strategy should be developed. As Heath and Wall (1992, p.85) suggest:

- *Maintaining market share.* Since star tourism products have a high share of the tourism market, the best strategy for these products would be to maintain or even improve their differential advantage relative to that of competing offerings, e.g. through investments in order to keep their advantage against their competitors.
- *Building market share.* This strategy is appropriate for question mark products in order to increase their relative market share and become stars and finally cash cows, e.g. through the improvement of the product.
- *Harvesting the product.* This strategy is recommended for products that do not have any potential to capture a large share of the tourism market. Therefore their aim is to drain the highest amount of cash before the final withdrawal of the product.
- *Withdrawal of the product.* In case the product is a dog or a question mark without any future potential, the best strategy will be the withdrawal of the product so as to reduce or prevent losses.

### Gilbert's differentiation strategy

Gilbert (1984; 1990) suggests that destinations' inability to differentiate their tourism products has led into 'a product position of commodity'. In a commodity area, the destination is heavily substitutable, the consumer is unaware of the 'unique benefits or attributes' of the destination and tourist demand is totally dependent on price. Therefore, he proposes that destinations in order to achieve a competitive advantage have to move to a position of 'status area' (Figure A3). If a destination differentiates its product from its competitors and builds an image by promoting a new attraction and developing 'tourism product benefits', it will manage to add value to its product that will move it to the position of a status area. Thus, the task of moving demand "from being incidental to being intentional" will be achieved (Gilbert, 1990, p.25).

Figure A3: Gilbert's differentiation strategy

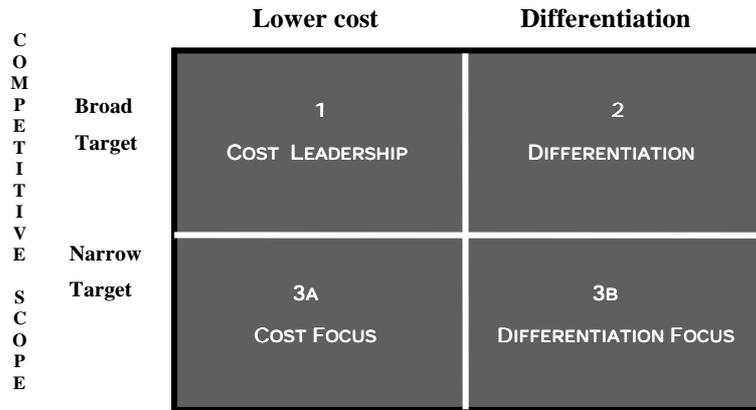


Source: Gilbert (1990).

### Porter's Generic Model (1980)

Porter (1980; 1985) developed one of the most widely accepted generic models of competitive strategy (Figure A4). He identified three generic strategies by which a firm (or in our case destination) might compete in the industry in order to create and sustain competitive advantage.

Figure A4: Porter's model of competitive advantage - The generic strategies competitive advantage



Source: Porter (1985).

Overall Cost Leadership Strategy. A sustainable cost advantage can be developed by destinations, over their competitors, through cost leadership, which does not imply that the destination will market just to the lowest market product or service in the industry. On the contrary, it aims to secure a cost advantage over its competitor destinations, price the product competitively and relative to how it is perceived by customers, and achieve high profit margins (Thompson, 1997). If this applies, destinations will earn strong profits while attracting consumers at lower prices. In this case, the perceived value of the product becomes the competitive advantage. Evans et al. (1995) reveal that “the success of this strategy depends on efficiency, economies of scale, tight cost controls, and high market share” (p.40). A government’s devaluation of the national currency in order to offer a variety of travel experiences at great value can be considered an example of an overall cost leadership strategy.

Differentiation Strategy: This is considered opposite to the cost leadership strategy for the reason that differentiation adds costs to the product in order to create extra value for which the buyer is willing to pay premium prices. Undoubtedly, differentiation must be pursued in conjunction with cost leadership (David, 1997). Porter’s logic for this strategy is that a destination will be an above average performer if the price premium exceeds the extra costs of providing differentiation (Tribe, 1997, p.110). A differentiation strategy should be directed at the creation of a unique product in relation to other competitive products, based on product features, such as technology and quality, or on intangibles, such as

customer service, marketing, or the design and image of the product. An example of a differentiation strategy is the Disneyland, Paris. Such an investment offered a competitive advantage to Paris, as an urban destination, through the existence of a unique product in the European tourist market.

*Focus Strategy.* While the two above strategies attempt to appeal to the whole industry, the focus strategy is directed towards a particular market segment and consequently this strategy serves this market segment better than competitor destinations. The destination “gets to know the needs of these segments and pursues either cost leadership or a form of differentiation within the target segment” (Kotler, 1994, p.84). If a destination chooses a focus strategy, the local government should select the most important focus segment around which the strategy will be built and develop the means to attract this segment (Evans et al., 1995). For example, there are destinations that choose ecotourists as their target market, and build strategies for the attraction of this market.

## APPENDIX B: DEVELOPMENT LAWS

Tourism development in Greece is being promoted through incentives given from various laws:

- The early Laws 3213/1953, 3430/1955, 4171/1961 and 276/1969 were mostly concerned with the building of accommodation (Singh, 1984).
- The most important development law was Law 1262/1982. This law had the same direction with the previous ones, by giving incentives such as grants interest free subsidies, untaxable allowances, and extra depreciation, almost unconditional for the construction of new accommodation establishments, camping, spas, winter sport centres, and restoration of historical and/or traditional value buildings, in peripheral Greek regions and the borders (Papadopoulos, 1985). It is estimated that from this Law 701 Cretan tourist enterprises were subsidised with 22.7 billion GRD 18 percent of the national total.
- Because of problems having resulted from uncontrolled tourism development Law 797/86 attempted to control development and upgrade the already developed tourist destinations. It declared areas with high concentration of accommodation establishments as 'Areas of Controlled Tourism Development' where only high-class hotels can be constructed. Parts of these areas were declared as 'Saturated Tourist Areas' where no construction of accommodation establishments is allowed.
- Law 207/87 is concerned with the protection of capital investments and liberation of capital movement within the EC in order to attract foreign capital in Greek regions.
- Law 1892/90 provides five main types of incentives: grants, interest rate subsidies, tax allowances, increased depreciation rates and reduced tax on profits. Eligible for these incentives are tourist facilities, hotels, camp-cites, spas and winter tourism centres, among other. This law stipulates better incentives for investments on less developed areas, as well as investments aimed at protecting or restoring the environment.

- Law 2160/93 is concerned with the foundation, operation and inspection of tourist enterprises, casinos and marinas, the operational framework of the Hotel Chamber of Greece and the responsibilities and management of HNTO. It attempts to combat illegally operating hotel accommodations (parahoteleria) and black economy, and apply an effective policy of environmental conservation and consumer protection.
- Finally, the last Development Laws 2234/94 and 2601/98 are mainly concerned with the upgrading of tourist supply and the conservation of the environment through incentives for:
  - construction of accommodation establishments of B' and higher category under the condition that in the areas that the construction will take place, there will be low concentration of accommodation establishments;
  - conversion of traditional or preservable buildings into hotels;
  - modernisation and extension of hotels of C' and higher category;
  - expansion, modernisation and construction of tourist infrastructure; and
  - establishment of integrated development tourist areas that will have the necessary infrastructure such as marinas, convention centres, golf courses, spas, and thalassotherapy centres.

**APPENDIX C: EXCHANGE RATES OF 1,000 GREEK DRACHMAS  
(1991-1999)**

<b>Year</b>	<b>US\$</b>	<b>British Pound</b>
<b>1999</b>	3.5695	2.1228
<b>1998</b>	3.5256	2.1401
<b>1997</b>	4.0825	2.3846
<b>1996</b>	4.2185	2.7269
<b>1995</b>	4.1571	2.6589
<b>1994</b>	4.0136	2.7143
<b>1993</b>	4.6501	3.0714
<b>1992</b>	5.7061	3.0506
<b>1991</b>	6.3646	3.2943

## APPENDIX D: EUROPEAN PROGRAMMES OF THE PAST AND PRESENT RELATED TO THE TOURISM DEVELOPMENT OF THE ISLAND

*Integrated Mediterranean Programmes (IMP) - (1986-1992).* These programmes were instituted in 1985 as a new kind of EC policy aiming to assist the socio-economic development of certain poorly developed southern regions in a co-ordinated manner (Pyrovetsi, 1989; EC, 1990). They were related to restoration of monuments, improvement and construction of infrastructure, roads, ports, marinas, water, telecommunications, health, publication and promotion of advertising material.

*Regional Operational Programmes (ROP) – (1994-1999).*

ROP is the most important EC program for the development of the endogenous resources of the island and “its potential influence in the south-eastern Mediterranean by means of integrated development of the island’s economy, with the focus of optimising the respective strengths of the agriculture and service sectors” (EC, 1998b). The major aim Subprogram 2 of ROP is dedicated to support tourism and cultural activities. The Community co-finances approximately 16.8 billion GRD, 71.7 percent of the total investments, and the rest should be covered by the public and private sector. The sources of community funding for this programme are the ERDF, the ESF and the EAGGF. The projects have been undertaken from this programme, as well as the budgets for each project are shown in Table D. In summary, the main measures of ROP’s Subprogram 2 include the improvement of infrastructure, the enhancement of cultural and environmental resources, the extension of the tourism season, the promotion of alternative forms of tourism and the improvement of professional training.

Table D: Subprogram 2 of Regional Operational Programmes (1994-1999)

Tourism and Cultural Development		
Measure 1: Tourism Infrastructures - Cultural Tourism		Budget (thousand GRD)
1	Harbour works in the coastal zone of Ierapetra	600,000
2	Complementary works for tourism enhancement of Agios Nikolaos port	1,000,000
3A	Agios Nikolaos - Elounda road connection	400,000
4	Fourne - Laki - Omalos road connection	500,000
5	Improvement - extension of Sitia airport	1,000,000
6	National road along Southern Crete (Lassithi part)	1,000,000
7	Marinas (Agia Galini - Rethymno - Malia - Agios Nikolaos - Paleochora)	4,200,000
8	Restoration of Chania historical centre	720,000
9	Restoration – enhancement of Archanes settlement	300,000
10	Restoration of historical monuments and buildings in Chania old town	800,000
11	Restoration – enhancement of Rethymno historical centre	800,000
12	Restoration of the historical centres in Ierapetra	200,000
13	Restoration of the historical centres in Sitia	200,000
14	Heraklio Municipality Conference centre	1,000,000
15	Modern monuments of Crete	400,000
16	Restoration – enhancement of Spinaloga venetian castle	305,000
17	Athletic events	380,000
	Not assigned	250,000
	<b>Total of Measure</b>	<b>14,055,000</b>
Measure 2: Services Management in Tourism - Culture / New forms of tourism		
1	Interventions along the E4 and the cultural itineraries	400,000
2	Projects for the extension of the tourism season	300,000
3	Tourism and Environment	300,000
	<b>Total of Measure</b>	<b>1,000,000</b>
Measure 3: Environment		
1	Enhancement of the east coast of Rethymno	600,000
2	Enhancement of Spinaloga	200,000
3	Biotopes Management (Lake Kourna, Island Chrisi)	315,000
	Not assigned	105,000
	<b>Total of Measure</b>	<b>1,220,000</b>
Measure 4: Training Educational Programme		
1	Professional Training	500,000
	<b>Total of Subprogram</b>	<b>16,775,000</b>

Source: Anagnostopoulou et al. (1996).

*ENVIREG I (1990-1995) & II (1994-1999)*. Mainly concerned with the protection of the environment from human activities in sensitive coastal areas of the island.

*INTERREG I (1989-1995) & II (1994-1999)*. Dealt with infrastructure, restoration, construction of conference and athletic tourist centres, cultural co-operation and promotion of agro-tourism (EC, 1998c).

*LEADER I (1991-1993) & II (1994-1999)*. Directed to the preservation and enhancement of cultural heritage and the promotion of agro-tourism through surveys, seminars and provision of infrastructure. With these directions, attempts are being made to revitalise the population of the agricultural regions.

LIFE. Contributes to the implementation of EU environmental policy in Crete and deals with the finance of specific environmental actions.

CRETAN TOURNET. Concerned with the design of a network that will include all the tourist enterprises of the island (hotels, travel agencies, restaurants, museums, festivals etc.).

TERRA DIAS – TERRA LORE. Dealt with the underdeveloped central and southern regions of the island, paying attention to their environmental and cultural protection, their balance development and the elimination of any problems.

Various education and vocational training programmes such as COMETT, ERASMUS, PETRA, SOCRATES and LEONARDO DA VINCI for people involved in the tourism industry, with aim to enhance the quality and provision of services within the sector and stimulate the transnational exchange of experience.

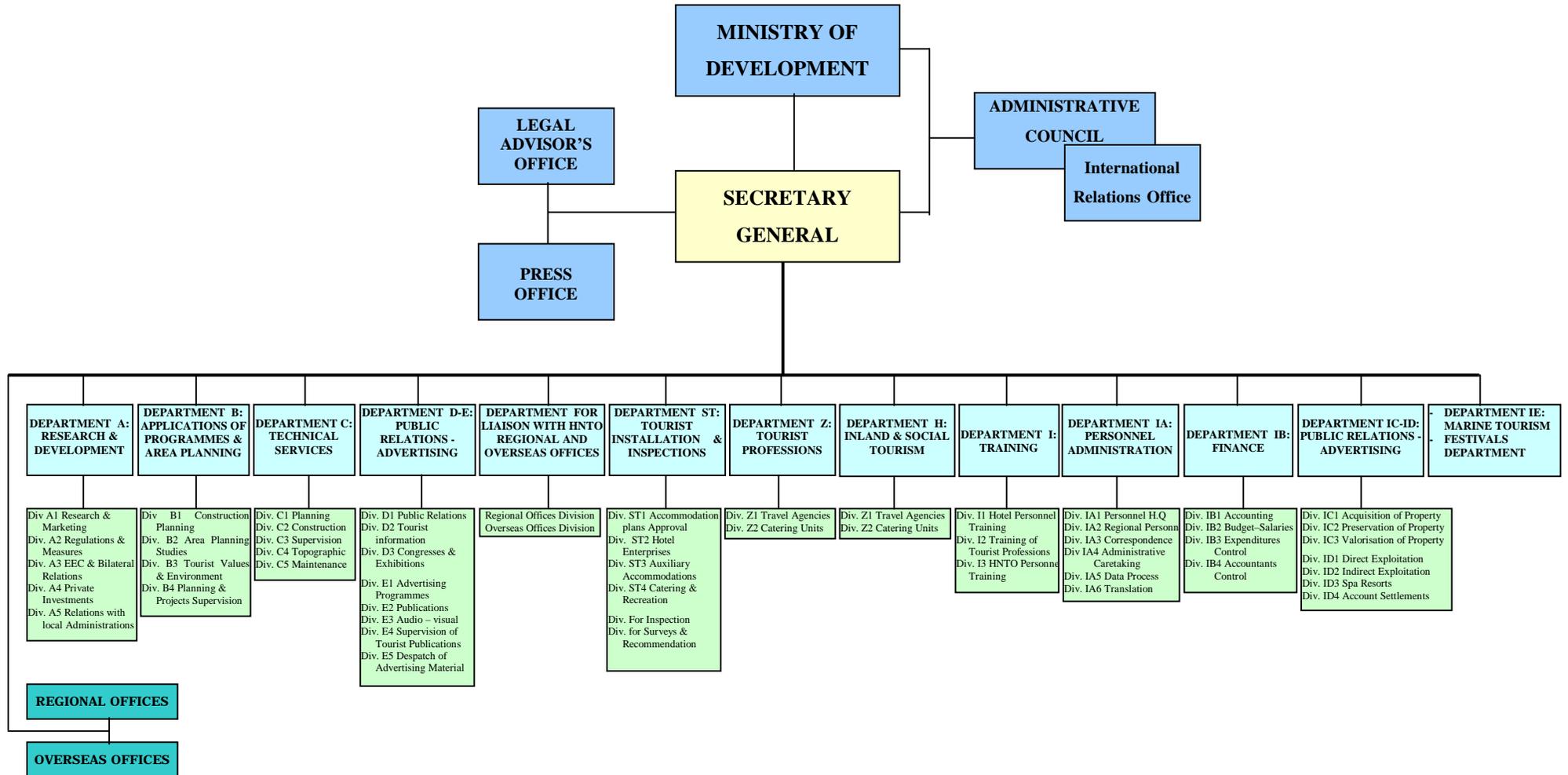
## APPENDIX E: GREEK FIVE-YEAR PLANS FOR TOURISM DEVELOPMENT

- One of the earliest *five-year plans for Economic Development 1960-1964* did not recognise tourism's potential for any Greek region, since tourism was named as the third most important sector of the Greek economy, after agriculture and manufacturing (Kanellakis, 1975).
- Because of an increase in arrivals and the foreign exchange receipts *the economic plan 1968-1972* viewed tourism as one of the most dynamic sectors of economic development (Ministry of Co-ordination, 1968). During this period Cretan areas in the Prefecture of Heraklio and Lassithi were seen as new tourist poles. As a result the construction of large hotels started although investments in infrastructure did not keep in pace, leading in a continuous degradation of the environment (Konsolas and Zacharatos, 1992).
- The next *five-year plan 1973-1977* viewed tourism essential for the promotion of the general development policy of the country, as well as for environmental protection. Furthermore, it highlighted that through tourism demographic and social solutions could be reinforced for some underdeveloped areas (Konsolas and Zacharatos, 1992).
- *The plan 1976-80* attempted to support local control by giving incentives to local investors and construction of small non-hotel units.
- *The 1978-1982 plan* recognised the problem resulted from the lack of national tourism planning and suggested the reinforcement of specific planning zones and restrictions for saturated areas.
- As a result, *the 1981-1985 plan* proposed the restriction of further tourism development in saturated areas, and it also supported the use of tourism for the development of underdeveloped regions.
- *The five-year plan 1983-1987* attempted, as previous plans did, to increase local and public involvement in tourism development, through investments, where 56 percent was from public funds and 44 percent private (Leontidou, 1998). It was also focused on the development of new forms of tourism through provision of infrastructure, better advertisement and research, improvement of the tourist product, protection of antiquities and rehabilitation

of the environment (KEPE, 1985). In addition, it recognised “the need to obstruct the action of intermediaries and the tourist black economy” (Leontidou, 1991, p.100). Indeed, it aimed “to create a competitive and productive tourist sector; a balanced development of tourist activity spread more evenly throughout Greece; and to promote tourism appropriately in relation to other sectors of the economy” (Buckley and Papadopoulos, 1988, p.382).

- Finally, under the problems resulted from the concentration of many Small and Medium Sized accommodation establishments, *the five-year plan of Economic Development 1988-1992* changed direction toward the promotion of “selective tourism in large hotels with additional services” (Leontidou, 1991, p.90).

### APPENDIX F: HNTO ORGANISATIONAL STRUCTURE



## APPENDIX G: PLANS DESIGNED EXCLUSIVELY FOR THE DEVELOPMENT OF CRETE

Apart from the national five-year plans contribution to the development of Greek tourism, there were other plans prepared exclusively for the island's development. Komilis (1987) reports that in the mid-sixties ten tourism development studies were commissioned by the Ministry of Co-ordination for the Island of Crete. However, none of them has been successfully implemented. A reason for this can be considered the limited public participation and the lack of consideration of the local community's needs in the drafting of the plans (Komilis, 1987).

The first Development Plans of Crete (1965-1975) is considered as one of the first attempts of regional planning in Crete. It did not recognise tourism as a leading sector in the development of the island but gave great emphasis to agriculture (Glikson, 1965). In particular, this plan highlighted evenly distribution of tourism development throughout the island and suggested the construction of tourism infrastructure mostly related to the building of accommodation establishments, road networks as well as landscape conservation.

Another study focusing exclusively in tourism was prepared by F. Basil Inc. (1964) commissioned by the Ministry of Co-ordination. This plan recognised the co-operation of the total population of the island together with the governmental agencies in order all the public and private investment to bear a return. According to this study the coast of the island was separated into 10 zones, each of them having "a number of tourist centres where the majority of all proposed installations would be concentrated" (Basil, 1964, p.105). From this plan, it is clear that tourism development was directed on "the idea of attracting as many tourists as possible, having them stay as long as possible, and inducing them to spend as much as possible" (Basil, 1964, p.103).

### APPENDIX H: POLLING DISTRICTS AND ELECTORS (1996)

MUNICIPALITY OF HERAKLIO			MUNICIPALITY OF CHANIA			MUNICIPALITY OF RETHYMNO		
Polling Districts	Population	Cumulated Population	Polling Districts	Population	Cumulated Population	Polling Districts	Population	Cumulated Population
Ag. Mina	7229	7229	Ag. Anargyron	2446	2446	Mitropoleos	<b>1889</b>	<b>1889</b>
Ag. Triados	<b>17336</b>	<b>24565</b>	Ag. Ioannou	<b>6779</b>	<b>9225</b>	Kyrias ton Aggelon	2872	4761
Ag. Titou	<b>4239</b>	<b>28804</b>	Ag. Konstantinou	<b>7284</b>	<b>16509</b>	4on Martyron	<b>3142</b>	<b>7903</b>
Ag. Dimitriou	1928	30732	Ag. Louka	<b>6458</b>	<b>22967</b>	Ag. Nikolaou	<b>1454</b>	<b>9357</b>
Ag. Georgios	11296	42028	Ag. Nikolaou Splantzias	3218	26185	Ag. Georgiou Kallitheas	1828	11185
Neon Bryoulon	<b>2215</b>	<b>44243</b>	Ag. Nik. Chalepas & Ag. Panteleimonos	3152	29337	Ag. Georgiou Perivolion	<b>1724</b>	<b>12909</b>
Fortetsas	1647	45890	Eisodion	<b>2761</b>	<b>32098</b>	Ag. Triados Platania	700	13609
Ag. Ioannou	3257	49147	Euaggelistrias	1945	34043	Galou	401	14010
Ag. Konstantinou	7901	57048	<b>Total</b>	34043		<b>Total</b>	14010	
Panagias	<b>9727</b>	<b>66775</b>						
Analipsis	3232	70007						
<b>Total</b>	70007							
Sampling interval	17502		Sampling interval	8510		Sampling interval	3502	
Random start	8751		Random start	4255		Random start	1751	

- Notes:
1. Numbers in bold indicate polling districts selected for the survey.
  2. Municipality of Agios Nikolaos had only one polling district with 5,264 electors.

Source: Ministry of Interior.

## **APPENDIX I: QUESTIONNAIRES**

## RESIDENTS QUESTIONNAIRE

No: ..... Date: ...../...../ 1997  
 City: .....

Good morning/afternoon. I am carrying out a survey to enable me to complete my PhD thesis which examines the impacts of tourism in Crete and I would be very grateful if you would reply to the following questions to the best of your knowledge.

All the information provided will be treated in confidence and is to be used only for academic purposes.

### SECTION A: PERSONAL INFORMATION

- R.1. A. Have you lived all your life in Crete?  
 1. Yes  (Go to Question R.2)      2. No   
 B. How long have you been living in Crete? \_\_\_\_\_ (number of years)  
 C. Where were you living before coming to Crete? \_\_\_\_\_  
 D. Why did you come to live in Crete? \_\_\_\_\_  
 \_\_\_\_\_

R.2. What type of organisation do you work in? \_\_\_\_\_

R.3. A. To what extent do you think your job is affected by tourism?

Not at all	Very Little	Little	Average	Much	Very Much
1	2	3	4	5	6

B. If more than average, please specify? \_\_\_\_\_  
 \_\_\_\_\_

- R.4. Has your own family been affected by incoming tourism to Crete?  
 1. Yes  Please specify? \_\_\_\_\_  
 \_\_\_\_\_  
 2. No

R.5. Of the following members of your family, which are involved in the tourism industry and in what capacity?

	Yes	No	Capacity
A. Spouse			
B. Parents			
C. Children			

## SECTION B: GENERAL INFORMATION

R.6. Please give your opinion on the impact of tourism on each of the following:

	Very advantageous	Advantageous	Neutral	Disadvantageous	Very disadvantageous
	1	2	3	4	5
1. Your family					
2. The region's economy					
3. The Cretan economy					
4. Greek government incomes					
5. Employment					
6. Environment					
7. Social life					

R.7. A. Do you think that the local authorities contribute to the tourism development of your island?

1. Yes  Please specify \_\_\_\_\_
2. No  Why not? \_\_\_\_\_
3. Don't know

B. Do you think that the Hellenic National Tourism Organisation contributes to the tourism development of your island?

1. Yes  Please specify \_\_\_\_\_
2. No  Why not? \_\_\_\_\_
3. Don't know

C. Do you think that the Greek government contributes to the tourism development of your island?

1. Yes  Please specify \_\_\_\_\_
2. No  Why not? \_\_\_\_\_
3. Don't know

R.8. Would you like to see more development of Crete as a tourism destination?

1. Yes 
  - A. What types of tourism would you like to see? \_\_\_\_\_
  - B. What types of tourist facilities would you like to see? \_\_\_\_\_
  - C. What actions would you like to see for further tourism development? \_\_\_\_\_
2. No  Why not? \_\_\_\_\_

R.9. What do you think the authorities should do in the future in order to improve the local economy?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
	1	2	3	4	5
A. Encourage greater numbers of tourists					
B. Encourage higher spending tourists					
C. Encourage tourists to visit Crete outside the main summer season					

R.10. I am now going to read out some statements. Please indicate whether you agree or disagree with them:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
	1	2	3	4	5
1. Our household's standard of living is higher because of the money that tourists spend here					
2. Tourism creates more jobs for foreigners than for local people in the region					
3. Tourism attracts more spending in the region					
4. Tourism attracts more investment in the region					
5. Prices of many goods and services in the region have increased because of tourism					
6. Most of the money earned from tourism ends up going to out of the region companies					
7. Non-Cretan-owned businesses are beneficial for the region's tourist industry					
8. Tourism benefits a small group of people in the region					
9. The money that tourism brings in is of benefit to the whole community					
10. There should be no government incentives for tourism development					
11. Non-residents should be allowed to develop tourism attractions in this area					
12. This community should control tourism development					
13. There should be a specific tax on tourists					
14. Tourism provides an incentive for the conservation of natural resources					
15. The construction of hotels and other tourist facilities has destroyed the natural environment in the region					
16. Tourism provides an incentive for the restoration of historic buildings					
17. Tourism encourages a variety of cultural activities by the local population (e.g. crafts, arts, music)					
18. Tourism has led to an increase in infrastructure for local people					
19. The overall benefits of tourism are greater than the costs to the people of the area					
20. The overall benefits of tourism are greater than the costs to Crete as a whole					

### SECTION C: DEMOGRAPHIC INFORMATION

The following background questions are included to help us interpret your responses to other questions.

R.11. Gender

- A. Male                       B. Female

R.12. Age \_\_\_\_\_

R.13. Education

- |                           |                          |                      |                          |
|---------------------------|--------------------------|----------------------|--------------------------|
| A. No formal education    | <input type="checkbox"/> | B. Elementary school | <input type="checkbox"/> |
| C. Middle school          | <input type="checkbox"/> | D. High school       | <input type="checkbox"/> |
| E. TEI/KATEE              | <input type="checkbox"/> | F. University degree | <input type="checkbox"/> |
| G. Postgraduate degree    | <input type="checkbox"/> |                      |                          |
| H. Other (please specify) | _____                    |                      |                          |

R.14. What is your job? \_\_\_\_\_

R.15. Employment status

- |               |                          |              |                          |
|---------------|--------------------------|--------------|--------------------------|
| A. Employed   | <input type="checkbox"/> | B. Retired   | <input type="checkbox"/> |
| C. Unemployed | <input type="checkbox"/> | D. Homemaker | <input type="checkbox"/> |
| E. Student    | <input type="checkbox"/> |              |                          |

R.16. Income

- |                            |                          |                             |                          |
|----------------------------|--------------------------|-----------------------------|--------------------------|
| A. Less than 3,000,000 Drs | <input type="checkbox"/> | B. 3,000,001-6,000,000 Drs  | <input type="checkbox"/> |
| C. 6,000,001-9,000,000 Drs | <input type="checkbox"/> | D. 9,000,001-12,000,000 Drs | <input type="checkbox"/> |
| E. Over 12,000,000         | <input type="checkbox"/> |                             |                          |

R.17. Please feel free to make any comments.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Thank you for your time and attention!**



**TOURISM-RELATED BUSINESSES' QUESTIONNAIRES**

No: .....	Date:...../...../ 1997
Name of Establishment: .....	
Position Held: .....	
Address: .....	
Telephone: .....	
City: .....	

Good morning/afternoon. I am carrying out a survey to enable me to complete my PhD thesis which examines the impacts of tourism in Crete and I would be very grateful if you would reply to the following questions to the best of your knowledge.

All the information provided will be treated in confidence and is to be used only for academic purposes.

**SECTION A: PERSONAL INFORMATION**

- T.1. A. Have you lived all your life in Crete?  
 1. Yes  (Go to Question T.2)      2. No
- B. How long have you been living in Crete? \_\_\_\_\_ (number of years)
- C. Where were you living before? \_\_\_\_\_
- D. Why did you come to live in Crete? \_\_\_\_\_  
 \_\_\_\_\_
- T.2. In which year did you join the business? \_\_\_\_\_
- T.3. How many years have you been working in the tourism industry? \_\_\_\_\_
- T.4. What was your main previous occupation before starting work in the tourism industry?
- |                  |                          |                    |                          |
|------------------|--------------------------|--------------------|--------------------------|
| A. Manufacturing | <input type="checkbox"/> | B. Farming         | <input type="checkbox"/> |
| C. Services      | <input type="checkbox"/> | D. Retailing       | <input type="checkbox"/> |
| E. None          | <input type="checkbox"/> | F. Other (specify) | _____                    |
- T.5. What educational level describes your formal qualifications in tourism?
- |                        |                          |                      |                          |
|------------------------|--------------------------|----------------------|--------------------------|
| A. No degree           | <input type="checkbox"/> | B. STE/ASTER         | <input type="checkbox"/> |
| C. TEI/KATEE           | <input type="checkbox"/> | D. University degree | <input type="checkbox"/> |
| E. Postgraduate degree | <input type="checkbox"/> | F. Other (specify)   | _____                    |

**SECTION B: ENTERPRISE INFORMATION**

- T.6. In which year was the company founded? \_\_\_\_\_
- T.7. Where is the head office/ownership based? \_\_\_\_\_
- T.8. Under what type of ownership is this establishment?  
 A. Individual  B. Limited Company   
 C. Societe Anonyme (S.A.)  D. Other (specify) \_\_\_\_\_
- T.9 A. How many establishments do you operate? \_\_\_\_\_  
 B. If more than one where are they located?  
 1. In this region   
 2. In the rest of the island   
 3. In other Greek regions   
 4. Abroad
- T.10. What were the main sources of capital used to buy or construct your property and to set up?  
 A. Own savings  B. Inheritance   
 C. European Community grant  D. Bank loan   
 E. Private loan  F. Mortgage   
 G. Other (Specify) \_\_\_\_\_
- T.11. Does the owner have any other  
 A. Business activity?  
 1. Yes  Please specify \_\_\_\_\_ 2. No   
 B. Employment?  
 1. Yes  Please specify \_\_\_\_\_ 2. No
- T.12. How much did you spend in terms of capital investment on your business in 1996?  
 \_\_\_\_\_
- T.13. What was the total turnover of your business in 1996 (including VAT)? \_\_\_\_\_
- T.14. What was the amount paid for VAT in 1996? \_\_\_\_\_
- T.15. A. How satisfied have the owner been from this business profits during the last five years?
- |             |        |         |      |           |
|-------------|--------|---------|------|-----------|
| Very Little | Little | Average | Much | Very much |
| 1           | 2      | 3       | 4    | 5         |
- B. If little or very little which are the major reasons for your dissatisfaction?  
 1. Low prices  2. High costs   
 3. Small return on investment  4. Big inflation   
 5. Big competition   
 6. **(For accommodation, travel agencies & rent a car/bike only)**  
 Dependence on tour operators   
 7. Other (please specify) \_\_\_\_\_
- T.16. Approximately, what proportion of your turnover comes from international tourists? \_\_\_\_%
- T.17. A. For how long was your enterprise open in 1996?
- |       |     |     |     |     |     |     |     |     |     |     |     |     |
|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| From: | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| To:   | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
- B. If you were not open all year, why not? \_\_\_\_\_

(If open for less than seven months go to question T.20.)

T.18. What was the structure of your workforce, in 1996?

Gender	Number of family employed		Number of non family employed	
	Full-time	Part-time	Full-time	Part-time
A. Male				
B. Female				

T.19. How many seasonal (less than seven months) jobs were created by your business during the summer of 1996?

Gender	Number of family employed		Number of non family employed	
	Full-time	Part-time	Full-time	Part-time
A. Male				
B. Female				

T.20. Please estimate what proportion of your workforce came in 1996 from (Car rentals and souvenir shops go to D)?

Type of labour	your region	the rest Crete	outside Crete (specify)
A. Waiting / Bar staff / Receptionist			
B. Kitchen staff			
C. Housekeeping staff			
D. Office / Clerical			
E. Managerial			
F. Other (Specify).....			

(Restaurants, bars, and souvenir shops go to question T.25.).

T.21. Did you receive customers from tour operators in 1996?

A. Yes  B. No  (Go to question T.25).

T.22. What percentage of your clients in 1996 were?

A. Independent tourists \_\_\_\_\_ %  
 B. Organised inclusive tourists (arriving through tour operators) \_\_\_\_\_ %  
 C. Other (specify)\_\_\_\_\_ %

T.23. Do you prefer individual customers rather than group tourists?

A. Yes  Why? \_\_\_\_\_  
 B. No  Why not? \_\_\_\_\_  
 C. Both of them

T.24. In 1996, did you face any problems with the tour operators you worked with?

1. Yes   
 A. Please specify? \_\_\_\_\_  
 B. What attempts have you made to overcome them? \_\_\_\_\_  
 2. No

T.25. Please give me your opinion on the role of tour operators in Crete in each of the following areas:

	Very advantageous	Advantageous	Neutral	Disadvantageous	Very disadvantageous
	1	2	3	4	5
A. Improving facilities					
B. Attracting tourists					
C. Determining prices for facilities/services offered					
D. Influencing excursions and transportation choices of tourists					
E. Visiting places of tourist attractions					

T.26. Did you face any seasonality problems in 1996?

1. Yes  What attempts has your business made to overcome them?

2. No  \_\_\_\_\_

T.27. Do you have any plans for expansion and/or changes in facilities or number of units in the near future?

A. Yes  Please expand \_\_\_\_\_

B. No  Why not \_\_\_\_\_

T.28. Please tell me about any problems that you face in your trade which need attention from the public sector? (Please specify which body of the public sector).

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## SECTION C1: ACCOMMODATION ESTABLISHMENTS ONLY

T.1.1. Which category has been awarded to your accommodation establishment?

- A. Hotel Lux     B. Hotel A'     C. Hotel B'   
 D. Hotel C'     E. Furnished Apartment

T.1.2. A. How many bed spaces did you have in 1996? \_\_\_\_\_

B. How many guest bedrooms did the establishment have in 1996? \_\_\_\_\_

T.1.3. How many incoming tourists do you estimate that you accommodated in 1996? \_\_\_\_\_

T.1.4. How many days on average did each incoming tourist stay at your establishment? \_\_\_\_\_

T.1.5. What facilities did you offer to your guests in 1996?

- A. Restaurants                       B. Bars   
 C. Sauna                                   D. Conference centre   
 E. Shops                                       F. Swimming pool   
 G. Sports                                       H. Other (specify) \_\_\_\_\_

T.1.6. A. How did your occupancy rate vary over 1996?

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

B. Why did it vary in this way? \_\_\_\_\_  
 \_\_\_\_\_

T.1.7. What was your average room rate per person in 1996

	High season	Low season
<b>A. For Independent Tourists?</b>		
<b>B. For Groups (coming through tour operators, if any) ?</b>		

T.1.8. Please estimate the proportion of supplies obtained in 1996

	Locally %	Elsewhere in Crete (Specify) %	Elsewhere abroad (Specify) %
<b>A. Fresh foods</b>			
<b>B. Other food products</b>			
<b>C. Drinks</b>			
<b>D. Furniture</b>			
<b>E. Linen</b>			
<b>F. Kitchenware &amp; China</b>			
<b>G. Stationery</b>			
<b>H. Building materials</b>			

T.1.9. Which of the following services did you operate in 1996?

	Within your firm %	Within your locality %	Elsewhere (Specify) %
<b>A. Accountancy</b>			
<b>B. Catering</b>			
<b>C. Cleaning</b>			
<b>D. Laundry</b>			
<b>E. Maintenance &amp; Repairs</b>			

**SECTION C2: TRAVEL AGENCIES AND CAR RENTALS**

T.2.1. Which of the following services do you offer to your clients as far as incoming tourism is concerned?

- A. Negotiation and contract with tour operators
- B. Pre-buy and distribute accommodation to T.O. and foreign tourists
- C. Exchange currency
- D. Ticketing for transportation (ferries, coaches)
- E. Sightseeing/excursion ticketing
- F. Rent a car/bike
- G. Other services (Specify)\_\_\_\_\_

T.2.2. How many cars/bikes/buses did the establishment have in 1996 (if any)?

- A. No of cars\_\_\_\_\_ B. No of bikes\_\_\_\_\_ C. No of buses\_\_\_\_\_

T.2.3. How many incoming tourists do you estimate that you served in 1996?\_\_\_\_\_

T.2.4. A. To what extent did your turnover vary throughout 1996?

Treat the monthly totals as an index of 100 (i.e. higher month is 100).

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

B. Why did it vary in this way?\_\_\_\_\_

T.2.5. Please estimate the proportion of supplies obtained in 1996?

	Locally %	Elsewhere in Crete (Specify) %	Elsewhere (Specify) %
A. Furniture			
B. Stationery			
C. Car/bikes (if any)			

T.2.6. Which of the following services did you operate in 1996?

	Within your firm %	Within your locality %	Elsewhere (Specify) %
A. Accountancy			
B. Cleaning			
C. Maintenance & Repairs			

### SECTION C3: RESTAURANTS, CAFES & BARS ONLY

T.3.1. What is the type of business?

- A. Restaurant
- B. Cafe
- C. Bar
- D. Other (Specify) \_\_\_\_\_

T.3.2. Which of the following did you offer to your clients in 1996?

- A. Breakfast
- B. Light meals
- C. Lunch/Dinner
- D. Drinks
- E. Games
- F. Other (Specify) \_\_\_\_\_

T.3.3. How much on average do you estimate that each incoming tourist spent at your establishment in 1996? \_\_\_\_\_

T.3.4. How many incoming tourists do you estimate that you served in 1996? \_\_\_\_\_

T.3.5. A. To what extent did your turnover vary throughout 1996?  
Treat the monthly totals as an index of 100 (i.e. higher month is 100).

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

B. Why did it vary in this way? \_\_\_\_\_  
\_\_\_\_\_

T.3.6. Please estimate the proportion of supplies obtained in 1996?

	Locally %	Elsewhere in Crete (Specify) %	Elsewhere abroad (Specify) %
A. Fresh foods			
B. Other food products			
C. Drinks			
D. Furniture			
E. Linen			
F. Kitchenware & China			

T.3.7. Which of the following services did you operate in 1996?

	Within your firm? %	Within your locality? %	Elsewhere in Crete? (Specify) %
A. Accountancy			
B. Catering			
C. Cleaning			
D. Laundry			
E. Maintenance & Repairs			

**SECTION C4: SOUVENIR TOURIST SHOPS**

T.4.1. Please estimate the proportion of supplies obtained in 1996?

- A. locally \_\_\_\_\_%
- B. elsewhere in Crete (specify) \_\_\_\_\_%
- C. elsewhere (specify) \_\_\_\_\_%

T.4.2. How many incoming tourists do you estimate that you served in 1996? \_\_\_\_\_

T.4.3. A. To what extent did your turnover vary throughout 1996?

Treat the monthly totals as an index of 100 (i.e. higher month is 100).

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

B. Why did it vary in this way? \_\_\_\_\_  
 \_\_\_\_\_

T.4.4. Which of the following services did you operate in 1996?

	Within your firm? %	Within your locality? %	Elsewhere? (Specify)
A. Accountancy			
B. Maintenance & Repairs			

**SECTION D: GENERAL INFORMATION  
(TO BE COMPLETED BY ALL ENTERPRISES)**

T.29. Please give me your opinion on the role of tour operators in Crete in each of the following areas:

	Very advantageous	Advantageous	Neutral	Disadvantageous	Very disadvantageous
	1	2	3	4	5
A. Your enterprise					
B. The region's economy					
C. The Cretan economy					
D. Greek government incomes					
E. Employment					
F. Environment					
G. Social life					

T.30. Would you like to see more development of Crete as a tourism destination?

1. Yes
- A. What types of tourism would you like to see? \_\_\_\_\_
- B. What types of tourist facilities would you like to see? \_\_\_\_\_
- C. What actions would you like to see for further tourism development? \_\_\_\_\_
2. No  Why not? \_\_\_\_\_

T.31. What do you think the authorities should do in the future in order to improve the local economy?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	1	2	3	4	5
A. Encourage greater numbers of tourists					
B. Encourage higher spending tourists					
C. Encourage tourists to visit Crete outside the main summer season					

T.32. Would you like to see any changes and/or improvements, to the way in which Crete is promoted by the public sector in the future? Please specify which body of the public sector.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

T.33. If you were responsible for planning the tourism development of Crete the next five years, what would you consider to be the most essential step?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

T.34. Please feel free to make any comments.

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**Thank you for your time and attention!**



**LOCAL AUTHORITIES' QUESTIONNAIRE**

No: ..... Date:...../...../ 1997  
 Name of Authority: .....  
 Position Held: .....  
 Address: .....  
 Telephone: .....  
 City: .....

Good morning/afternoon. I am carrying out a survey to enable me to complete my PhD thesis which examines the impacts of tourism in Crete and I would be very grateful if you would reply to the following questions to the best of your knowledge.  
 All the information provided will be treated in confidence and is to be used only for academic purposes.

A.1. Please give your opinion on the impacts of tourism in each of the following areas:

	Very advantageous	Advantageous	Neutral	Disadvantageous	Very disadvantageous
	1	2	3	4	5
<b>1. Enterprises</b>					
<b>2. The Cretan economy</b>					
<b>3. Greek government incomes</b>					
<b>4. Employment</b>					
<b>5. Environment</b>					
<b>6. Social life</b>					

A.2. Please give your opinion on the contribution of tourism to the balance of payment in Crete?

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

A.3. How many staff in your authority are involved in tourism?

	Full-time		Part-time		Seasonal	
	Male	Female	Male	Female	Male	Female
<b>A. Direct</b>						
<b>B. Indirect</b>						

A.4. What is the general attitude of local people towards tourism development?

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

A.5. Do you think that tourism in Crete, over the last decade, has attracted workers from other industries? (Please elaborate) \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

A.6. Are you aware of any labour shortages in the tourism industry of Crete?

1. Yes  What type - skilled or unskilled? \_\_\_\_\_  
 \_\_\_\_\_
2. No  \_\_\_\_\_

A.7. What is the percentage of non-locally owned tourist businesses?

	Local owned businesses	No local owned businesses
A. Accommodation establishments		
B. Travel agencies		
C. Rent a car/bike		
D. Restaurants/Bars/Cafe		
E. Tourist shops		

A.8. In what goods/services is Crete self-sufficient?

	Sufficient	Insufficient
A. Fresh foods		
B. Other foods products		
C. Drinks		
D. Furniture		
E. Linen		
F. Kitchenware & China		
G. Stationery		
H. Building materials		
I. Maintenance & Repairs		
J. Cars/Bikes		

A.9. What do you think the authorities should do in the future in order to improve the local economy?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	1	2	3	4	5
A. Encourage greater numbers of tourists					
B. Encourage higher spending tourists					
C. Encourage tourists to visit Crete outside the main summer season					

A.10. Do you undertake any special activities to promote tourism at present?

- A. Yes  Please specify \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- B. No  Do you plan any action for the future? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

A.11. Do you think that Crete faces a seasonality problem in tourism?

A. Yes

What attempts has your authority made to overcome it? \_\_\_\_\_

\_\_\_\_\_

B. No

A.12. Do you think that Crete faces a problem of dependence on tour operators?

A. Yes

What attempts has your authority made to overcome it? \_\_\_\_\_

\_\_\_\_\_

B. No

A.13. What improvements to existing facilities for tourists to Crete, or any additional facilities, would you like the public sector to make? Please specify which body of the public sector?

\_\_\_\_\_

\_\_\_\_\_

A.14. Are there any changes and/or improvements, to the way in which Crete is promoted by the public sector, which you would like to see in the future? Please specify which body of the public sector?

\_\_\_\_\_

\_\_\_\_\_

A.15. Would you like to tell us about any special trade problems experienced by tourist enterprises, which need attention from the public sector? Please specify which part of the public sector?

\_\_\_\_\_

\_\_\_\_\_

A.16. If you were responsible for planning the tourism development of Crete the next five years, what would you consider to be the most essential step?

\_\_\_\_\_

\_\_\_\_\_

A.17. Please feel free to make any comments.

\_\_\_\_\_

\_\_\_\_\_

**Thank you for your time and attention!**

