

Czech University of Life Sciences Prague

Faculty of Economics and Management



Diploma Thesis Title:

**Promotion of a Tourist Destination: the
Case of Cyprus**

Author: Apostolos Podinas

Supervisor: prof. Ing. Ivana Tichá, Ph.D.
Department of Management

Summary

The diploma thesis analyzes the marketing development and promotional activities of the local authorities of Cyprus in the international tourist market. First, it investigates the identity of Cyprus with some geographical information about the location of the country, as well the history with starting point the first civilization on the island until now. Secondly, it examines the destination life cycle of Cyprus where it proves the decline of the tourist product of the country, and the strategic plan of the local Destination Management Organization for rejuvenation of the destination. Afterwards, it outlines the diversity of the numerous tourist resources by applying a product line mix table and presents a qualitative analysis of the accommodation services in the resort.

After this, it examines the basic objectives of the strategic direction and the communication strategy and reports the policy of the promotion which is based mainly to the strategic plan. Then it records the segments of the market according to the motives-reasons and geographical factors. It appraises the promotional campaign of CTO to abroad, the Brand marks “Cyprus in your heart” and the previous one “Love Cyprus”. Next, it compares with comparative analysis the strategic plan of Cyprus and other competitor destinations like Turkey, Greece, Crete and Portugal. Lastly, it assesses the promotional activities relating to the objectives of the strategic plan.

Key words: Marketing, Market Segmentation, Brand Image, Promotion, Advertising, Public Relations, Exhibitions, Destination, Destination Life Cycle, Product Line Mix, Tourism Development, Cyprus, CTO.

Table of Content

<u>I. INTRODUCTION</u>	4
<u>II. OBJECTIVES & METHODOLOGY</u>	5
<u>III. THEORETICAL BACKGROUND</u>	
<u>Chapter 1: Travel phenomenon & Tourist destination</u>	
Introduction	9
1.1 Historical evolution of the tourism phenomenon	9
1.2 The Tourist Destination	10
1.3 Destination Management and DMOs	13
Conclusion	14
<u>Chapter 2: Destination Marketing & Promotion</u>	
Introduction	15
2.1 Concept of Marketing	15
2.2 Market Segmentation	18
2.3 Product Life Cycle	20
2.4 Product Line Mix	22
2.5 Image	24
2.6 Promotion of a tourist destination	25
2.6.1 Tourism Advertising	25
2.6.2 Personal Selling	27
2.6.3 Public Relations	27
2.6.4 Sales Promotion	28
2.6.5 Tourist Exhibitions	28
Conclusion	29
<u>IV. ANALYTICAL PART</u>	
<u>Chapter 3: Geography and Identity of Cyprus</u>	
Introduction	31
3.1 Geography	31
3.1.1 Nicosia	31
3.1.2 Limassol	32
3.1.3 Larnaca	32
3.1.4 Paphos	32
3.1.5 Famagusta (Free Area)	33
3.1.6 Distances between towns and main areas	33
3.2 History	34
Conclusion	38
<u>Chapter 4: Tourism Development in Cyprus</u>	
Introduction	40
4.1 Cyprus Tourism Organization (CTO)	40

4.2 Destination Life Cycle	41
4.2.1 Introduction (1975 – 1979)	42
4.2.2 Growth (1980 – 1990)	42
4.2.3 Maturity (1991 – 1998)	42
4.2.4 Saturation (1999 - 2002)	42
4.2.5 Decline – Rejuvenation (2003 - 2011)	43
4.3 Strategic Plans of 2003 – 2010 & 2011 – 2015	43
Conclusion	45

Chapter 5: Tourism Product

Introduction	46
5.1 Analysis of Accommodation Industry	46
5.2 Product Line Mix	49
Conclusion	49

Chapter 6: Promotion of Cyprus

Introduction.....	51
6.1 Promotion Mix Strategy	51
6.2 Brand Mark.....	52
6.3 Market Segments	53
6.4 Advertising	54
6.5 Public Relations	55
6.6 Hospitality	56
6.7 Exhibitions	56
6.8 Sales Promotion	57
6.9 Personal Selling	57
6.10 Comparative Analysis	57
6.11 Assessment of the Promotion	60
Conclusion	62

Chapter 7: SWOT Analysis

Introduction	63
7.1 Strengths	63
7.2 Weaknesses	64
7.3 Opportunities	64
7.4 Threats	64
Conclusion	65

V. CONCLUSIONS & RECOMMENDATIONS 66 |

References 70 |

Appendices

Appendix 1	79
Appendix 2.....	80
Appendix 3	81

I. INTRODUCTION

Cyprus is an independent island located in the eastern Mediterranean Sea, it is a cross road of three continents Africa, Asia and Europe and constitutes the south-eastern member state of European Union. It's a small country with 800.000 citizens and total area of 9.251 square kilometers but with a long history approximately 10.000 years of civilization, dated back to the prehistoric Neolithic period. In the last thousand years the local population lives with the Greek culture and language despite the fact that the island was conquered many times by several empires.

In 1960 with the declaration of Cyprus as an independent republic it is starting officially the tourism development in the island with the mass construction of accommodation facilities in the coastal zones in its northern part. Very soon in 1974 the neighbor country of Turkey invaded the island and occupied the tourism attractions. The CTO with the help of government and in a short period developed the southern part of the destination specifically the coastal zones to attract the 3S clientele which was the dominant type of tourism during that time.

In the beginning of the millennium the tourism product was reaching the saturation stage and after in the next years was declining. The CTO drafted a strategic plan at which was aiming to develop, modify and promote the tourist products accordingly to the new trends that identified in a market research.

The new special forms of tourism that appeared in the market are characterized as high quality tourism mainly because they are persons with high income level or just they are willing to pay and consequently will seek for high quality accommodation services that are the four and five stars hotels and the hotel apartments de lux. CTO believes that the destination has a diversity of tourism products and it's able to promote them in the market and attract these types of tourism.

The communication strategies in the last years were centralized in promoting a distinctive and unique image for Cyprus seeking at increasing the awareness for the resort, as well creating a positive image. The CTO used the promotion for a systematic projection of the destination image based to the reintroducing to the market which is the highlighting of the competitive advantage of Cyprus, the great diversity of tourist experience in a small geographical area. The organization must develop a promotion mix strategy for effective communication with the potential tourists.

II. OBJECTIVES & METHODOLOGY

Objectives

The basic objective of that thesis is to analyze the marketing development but mainly to reveal the promotional activities of the local authorities of Cyprus to the global tourist market. Specifically, the prime aim of that work is to examine and assess the communication strategy, its promotional techniques and how these techniques are used in order to achieve an effective communication with potential customers (tourists) in the targeted segments and consequently increase their awareness about the tourist experiences offered by the destination.

Also the diploma thesis has secondary objectives and tries through the introductory chapter to investigate the identity of Cyprus and prove that is an independent island with its own history. In addition to the primary and secondary objectives is to find the main leader for developing tourism policies and subsequently, implement them in order to achieve a desired tourism development in the island and satisfy the stakeholder's needs. Apart from this, is to study the destination life cycle and the reaction of the Destination Management Organization (DMO), namely to emphasize the necessity of changing or insisting and enhancing the existing situation. Another objective is to review the tourist resources or in other words, to examine the amalgam of tourist goods and services that the resort offers to its visitors with central aim the qualitative analysis of the accommodation services.

Methodology

For the development of the above objectives it is necessary to examine the theories that are around from that subject. At the beginning in the theoretical part are two chapters the first includes a short report about the historical evolution of tourism, from the antiquity to the modern tourism, tourism definitions and mainly about the tourist destination and the Destination Management Organization (DMO). After in the second chapter are outlined some marketing concepts and definitions, specifically about the product life cycle and its five stages, segmentation, brand image and finally the promotion of a tourist product which consisted by several techniques and namely the advertising, public relation, sales promotion and personal selling, exhibitions, etc.

These promotional tools if they are combined provide better results at lower cost and the promotion mix is more effective.

The analytical part first is starting with the an introductory chapter which investigates the identity of Cyprus, some geographical information about the location of the country, its areas and towns then the history with starting point the first civilization on island until now. The reason of that chapter is to prove that the island holds a position near to Asia which makes it a western Asian part but because of the historical relation with European nations it's a south-eastern part of Europe. Also to make clear that the island since 1960 is an independent republic and not an island under the sovereignty of the Hellenic Republic as many people in other countries believe.

Then in the next chapter will find the main leader for developing tourism policies. That chapter includes the destination life cycle of Cyprus namely the tourist arrivals between the years 1961-2011 and the stages which are the introduction, growth, maturity, saturation and decline/rejuvenation, and proves the decline of the tourist product of the island, and its rejuvenation by the DMO. Then it's the strategic development plan of Cyprus with the vision "Cyprus: a quality tourist destination that meets the visitor with a variety of interests and pursuits and ensures continuous improvement of quality of life for local people", as well the organization's targets which is the maximizing of the revenue from tourism. The plan supports the development of the alternative forms tourism which is the agro-tourism, business tourism, cultural tourism, religious tourism, sport tourism, etc. In general those forms of tourism attract persons with special interests and usually from high income level.

The next chapter is dedicated to tourist resources of Cyprus namely the hotel services of the country where it is necessary to know the quality of hotel services because the new type of the tourists are consisted mainly by persons with high income level and in the staying period they are seeking a hotel with high quality of services, five and four stars hotels, etc. It will be a graph with recorded all the beds in the area of Cyprus per category according to the types of accommodation. After follows the analysis of the product lines mix of Cyprus which are designed to be offered to the new wave of travelers which are plan by the local DMO to develop and modify them further. The lines will be the tourist infrastructure and superstructure, tourist attraction, transfer and tours.

In the next chapter is examined the basic objectives with the marketing analysis of the destination and also a promotion analysis for the communication activities of the local authorities. With starting point the strategic direction where the central aim is the developing markets, market segments that are more efficient and repositioning of the image of Cyprus. Then it follows the communication of the promotion and reports the policy of the promotion which is based mainly to the strategic plan. Later the hierarchy of market, it records the segments of the market according to the motives-reasons and explains the focus of the promotion. The countries are categorized to five markets related to the priority of promotion, and these are called high priority, medium priority, low priority and developing markets. It examines the promotional campaign of Cyprus to abroad, the Brand marks “Cyprus in your heart” and the previous message “Love Cyprus”. It reveals the activities of Cyprus for attraction external tourism, as well the activities for projection of the island, for attraction of intermediaries (e.g. the tour operators, tourist agents and tourist professionals). It analyses the promotion of the alternative forms of tourism where the main idea is that the image of Cyprus must be as place, that can offer to the tourists a variety of products and not only sea, sun and sand. Also it is a comparative analysis between the strategic plan of Cyprus and other competitor destinations like Turkey, Greece, Crete and Portugal. The criteria for the analysis are the promotion techniques, image, plans, targeting groups, segmentation and strategy details. In the end of the chapter the promotional activities will be assessed in relation to the objectives of the strategy.

The last chapter before the conclusion is the SWOT analysis (Strengths Weaknesses Opportunities Threats) where it analyses the new differentiated tourist product of Cyprus in relation with the tourism resources, the promotion campaign, quality, its competitiveness with other similar destinations, its external factors, etc.

It's a secondary research and the data has been sourced from scientific literature, annual reports and researches, strategic plans, individual researches and data of Cyprus Tourist Organization (CTO) from its central office in Nicosia and from what is available in its official website “www.visitcyprus.com”, websites of municipalities, websites of commercial and industrial chambers of each district in the country, and other websites, scientific magazines with tourism content, reports and researches of statistical service of Cyprus and researches and strategies of competitors destinations.

III. THEORETICAL BACKGROUND

Chapter 1: Travel phenomenon & Tourist destination.

Introduction

Tourism is a complex phenomenon that can be defined as the temporary movement of people from the geographical environment of permanent residence to another, for the mental pleasure (Laloumis - Roupas, 1998).

The tourist potential is divided into two categories: primary (natural and cultural resources) and secondary (general and tourist infrastructure and superstructure, social, political conditions, etc.) Primary and produced tourism potential is the overall tourism supply of a country or a region. The two categories are intertwined in a complementary nature for the sake of meeting the needs of the tourist demand. The exploitation of these two categories in each tourist destination is based on their promotion (Sotiriades, 2002).

The truth is that tourism is a fast developing in recent years human activity which yield positive results to the travelers (rest, recreation, etc.) and to the host country or region (economic, cultural development) (Varvaresos, 1999).

1.1 Historical evolution of the tourism phenomenon

Tourism it was based from the antiquity to date leisure and travel but over years presented several changes to the travelers, the manner of movement, and various other factors. In ancient Greece and ancient Rome, leisure was depicting the origin and class of citizens who were free, economically affluent and free from all forced employment. Those who had leisure time, namely those belonging to the higher class had the opportunity to participate in various types of travel arrangements.

Herodotus (480-451 BC) describes in touring the geographical and cultural sites to visit and can be classified according to the tourist terminology in the 19th century as a model of tourist. In that period started the first public inns by providing free services to travelers and the first inns with speculative form (Varvaresos, 2000).

During the Middle Ages, the travel was for religious reasons, but also that time Europe had a number of important events that help its people to be in touch with the new continents.

In the Mediterranean and the Baltic Sea the merchants were representing a group of tourists which their professional status coexists with spiritual education and

cultural interests. Movement for training reasons showed a rapid growth, especially in academic centers of Paris, Montpellier, Oxford, Cambridge etc

The Renaissance period enrich the forms of tourism and multiply the incentives for tourist travel. People travel now for intellectualism and curiosity. Between 1600 and 1660 were issued only in France four hundred books with travel content which explain travel outside Europe. Effect of growth and internationalization of tourism was the introduction of the «tour» in France.

In 1800 first used the word in England tourist, to denote those who participated in the grand tour. The discovery and spread of railway in Europe between 1840 and 1860, and the establishment as the quintessential public transport travel contributed significantly to the growth of tourist flows. The development of shipping was fast during the 19th century. Strengthened its intercontinental relations and integrated marine channels in the industrial world. Voted laws were requiring companies to provide workers paid holidays "such as Italy (1925), Russia (1922), France (1936), Austria (1910) (Varvaresos, 2000).

In the same years, across Europe they constructed hotel accommodations middle and lower classes, which will be in the 1930 core for the development of mass tourism. In the interwar British aristocrats considered tourism a key element of literacy and education. This view prevailed throughout the civilized western and northern Europe.

After the Second World War the global tourism had big booming. Simultaneously, the societies developed cultural elements, which included travel phenomenon and travel became more secure. Over the years presented a kind of traveler who traveled to relax and enjoy. This traveler is a tourist in the concept that it has today. When the Second World War finished and then started the phenomenon of mass tourism. Obviously there were many stakeholders in tourism, while there were appropriate conditions for carefree travel. Tourism took the way that would bring it in its current form that has today (Laloumis - Roupas, 1998).

1.2 The Tourist Destination

The tourist destination is a spatial unit that offers several tourist goods and services such as accommodation, landscapes, monuments, recreation, etc. The tourist

supply (tourism product) of a country or a territorial unit usually divided into two major categories (Igoumenakis, 1999; Sotiriades, 2002).

- Primary tourist supply, which includes tourist resources, which are the basis of tourist activity (landscapes, flora and fauna, monuments, culture, etc.).
- Secondary tourist supply, which includes the various infrastructures and superstructures created wholly or partly by man to facilitate the exploitation of tourism resources. Therefore includes equipment and facilities and special tourist infrastructure, and the business sector engaged in providing services to visitors (airports, ports, telecommunications, marinas, roads, travel agents, hotels, etc.).

The host place of tourists, analyzed in the type of administrative separation of territorial units (region, law, municipalities) or in the form of tourist development of the discrimination (coastal zones, rural zones, mountain), contains a number of tourist resources which, in the context of decentralization and local development, it must be recorded and used by the managers, as local bodies. Among the most complete records of tourism resources and one that ran from W.T.O. (World Tourism Organization) 1980. The major elements include are below (Varvaresos, 1999; Varvaresos, 2000).

Natural Heritage.

- Temperature
- Sunshine
- Rainfall
- Moisture
- Winds
- Length of time
- Clean air
- Sources
- Waterfalls
- Streams
- Rivers
- Lakes

- Seas
- Flora
- Animals
- Protected Areas
- Etc.

Human Heritage

- Demographic data
- Living- Wages
- Labor relations
- Classifications of labor
- Availability of vocational training centers
- Perceptions and views of people on tourism
- Degree of participation of people in democratic institutions at national, regional and local level
- Paid vacation leave
- Rationalization of the working and leisure
- Timing of holidays
- Habits for the holidays
- Level of education, health etc.
- Political stability
- Tourist image of the area
- Institutional framework for tourism development
- Administrative organization of the country and the region
- Existence of a program of national and regional economic development
- Existence of a tourism development program
- Zoning, planning regulations etc.
- Etc.

Cultural Heritage.

- Archaeology
- Historical monuments
- Local architecture
- Traditions, folklore

- Traditional Settlements
- Etc.

Infrastructure

- Road, rail, sea and air transport
- Tourist facilities: marinas, beaches, natural parks etc.

Superstructure

- Hotel accommodation, organized camps, holiday villages, rural accommodation, hostels, restaurants, cafes, bars, travel agencies etc.

Financial resources

- Public funding sources
- Economic aid to local governments
- Banking sources
- Level of prices of raw materials, land, services workforce
- Financial resources from the medium and long term can be used to develop tourism, handicrafts, commerce, etc (Laloumis - Roupas, 1998).

1.3 Destination Management and DMOs

Destination management is the integrated process of managing a tourist destination and its four elements which are the destination offerings, the visitor mix, marketing communications and organizational responsibility. That process is usually performed by the Destination Management Organizations (DMO) which it can be a National Tourist Organization or a state provincial/regional tourism office (Anderson, 2000).

The diversity of tourist resources that are reported above, shows that a range of stakeholders are involved in a destination, like the host population, tourists, tourist industry, public sector and tour operators. The management of the destination is obliged to meet all of their interests, as well to ensure consistent standards of quality and to manage the tourism impacts and the destination's competitiveness (Smith – Macleod - Robertson, 2000). The leading tools that can be used by the DMOs to achieve a complex range of strategic objectives by which they will satisfy the

stakeholders needs and wants, are the destination management and marketing. The strategic management and marketing objectives for destinations are the (Buhalis, 1999):

- Enhancing of long-term prosperity of local people.
- Delighting of the visitors by their satisfaction.
- Maximizing of the profitability of local enterprises and multiplier effects.
- Optimizing the tourism impacts by ensuring a sustainable balance between economic benefits and socio-cultural and environmental costs.

The DMO can have advisory and regulatory role or it can be directly responsible for the implementation of the tourist policy in a country, such as tourist development and projection - promotion.

Conclusion

According to what it has been seen the phenomenon of tourism is at the point of development where only the last sixty years has been systematically studied, even if that phenomenon exists with first civilizations. With this development categorized visitors to tourists and excursionists according to length of residency in the place of destination.

A geographic area to be a pole of attraction and satisfy traveler's needs must have some natural, cultural resources and also some infrastructure and superstructure at which they will be hosted. This amalgam of services and attractions involves several stakeholders with different interests and the Destination Management Organizations have the responsibility to satisfy them with their tourism planning, managing and coordination (Anderson, 2000). The main purpose of the DMO is to guide the tourist development, to promote the destination to potential tourists which in turn will provide to the host population economic benefits (Varvaresos, 1999; Moilanen – Rainisto, 2009).

Chapter 2: Destination Marketing & Promotion

Introduction

The begging of some functions of marketing like price, product mix and promotion started in the end of World War I, in separate way. After the end of World War II, the increased GDPs and incomes in several countries and the technological progress in combination with the constant diversification in human needs resulted to an increased supply of goods and services into the markets. It was necessary for the organizations to find means and manners to find and satisfy the small relatively demand for their products, thus they developed the previous function and created the marketing as it is today (Pavlides, 1999).

Marketing is the business philosophy that orientates a business or organization to the consumer or user and also to the goods and services that are produced and offered to him/her in different ways. In other words, the marketing must define the kind, the quantity and quality of the goods and services that will be produced, as well their price, and finally the way to promote and sell them in several markets (Igoumenakis, 1999).

2.1 Concept of Marketing

The marketing is the process which investigates the characteristics of demand (motivation, desires, needs) in order to develop the characteristics of the supply (development / creation), which correspond to the characteristics of demand (market - target) to the lucrative sales.

In general the marketing is related to actions and activities as market research, planning and product development, methods and ways of distribution, costing and pricing, terms and payment methods and general organization and administration of business occupations that have a product from its manufacture to its use by the final consumer. It contributes, namely, as a bridge between the producer (supply) and market (demand). As Middleton (2001) reported, “that marketing can be explained as the process of achieving the desired changes between the two parties have chosen to buy or use products, producers and organizations who design, supply and sell products”.

According to Kotler (1991), “the concept of marketing believes that the key to achieving the objectives of the organization is to identify the needs and wants of target markets, and delivering the desired satisfactions more effectively and efficiently than the competitors” (Middleton, 2001). So marketing can be defined as “the total operations of a business, aiming at identification (labeling) of consumer needs, developing products and services that meet those needs, and create demand for these products services, for the profitable sales”. From the customers view marketing is interested:

- To understand the wishes of existing and potential buyers (because they buy).
- What products they choose when, how, at what price and how often.
- How to learn about the products.
- Where are they buying the product (directly or through the retailer).
- How they feel after purchase and consumption of products.

From the producers view:

- What products to produce and why, especially new products.
- How many products to produce (production volume)
- At what price.
- By what means to inform their supply.
- When and where to be available to buyers.

The development of the tourism industry worldwide is rapidly in recent years and represents the dynamics of a particular economic sector, whose activities encompass a cluster of activities and services (Tsartas, 1996). The tourism sector is according to recent estimates, the world's largest "industry" at cost, and to employees. It is characteristic that for many developing countries of the world is one of the main economic sectors in both income and number of employees, which makes the main driver of the overall development. Tourist flows are shaping to reflect two aspects, demand and supply, the demand about variables as the types and incentive trips of tourists and supply about the geographic diversification variable (Kokkosis - Tsartas, 1999). The large number of these new "tourist sites" are looking to tourism as the sector that will lead them to growth and prosperity. The role of marketing is to connect the two main groups: supply and demand. For the production, distribution and

consumption of travel involved the market demand, market supply, transport, tour operators and organizations in the destinations (Middleton, 2001).

The marketing is placed between those who "demand" and those who "produce" the components of the supply as a "hub" that links them together. It connects the spatial / geographical distance between the two markets, market demand for tourism product and market the tourism product supply. The supply side is in need of developmental and economic benefits of tourism development. Also for organizations (public and private interests) of supply is necessary to support development and economic policy in the country. The tour operators are anticipating the need to gain momentum, they are participating in the planning/organizing, with the aim / purpose to meet the demand and supply, because they need (tour operators) to reap the resulting economic benefit. The tour operators are selecting destinations that will be included in their promotional brochure / catalog, which includes the message, the image, the components (transportation, accommodation, entertainment, fun, thematic visits to cultural, historical or other interest, etc) for each destination, and of course the price of any discounts or offers if required.

All the above can be achieved through the development and implementation of marketing processes to achieve two objectives: to make the journey satisfy the demand and achieve development and economic benefits for producers / place supply.

The marketing contributes to the investigation and diagnosis of the needs of the demand, planning, development, organizing, promotion, distribution, sale and consumption of the tourism product and the detection and diagnosis of emotions after consumption, to be more specific, if the product that consumed was within expectations. If they would recommend to others, etc. Namely the marketing contributes to the association and communication of all parts of the tourist circuit.

The necessity of partnership Tourism and Marketing is resulting from the need of tourism to use the process, tools, techniques and scientific methodology of Marketing, in order to manage and coordinate within the overall system of tourist market, the changes that happen to Travel Demand and Travel Supply. The importance for this relationship grows because of the specific nature of the tourism product, namely (Velissariou – Karachotzitis - Komninaki, 2000):

- The tourism product is a combination of different services and goods offered by different companies.

- The tourism product consists primarily of intangible assets, which the tourists cannot see in the market.
- The satisfaction derived by a tourist from the tourist services depends on his preferences, his personality, his experience and the experiences during the holidays.
- The tourism product cannot be transported for its consumption and it's necessary the movement of tourists to destinations
- The provision and consumption of tourism services are in the same time.
- The tourism product is directly dependent on the timing (season) and the place of the holidays.
- Tourism services cannot be stored.
- The supply of tourism products is limited by factors such as transport links, offering beds, coastline, etc.
- Information on the tourism product should be identified immediately, because of the diversity of the market.
- The demand for tourism services is influenced by variables such as income, prices, political climate, terrorism, etc
- The quality of tourism services are depending on the employee but also to the psychological or physical condition at that time.

Therefore, the Tourism Marketing, according to the World Tourism Organization, is a sequence of methods and techniques (research, analysis, review on an ongoing basis), which aim to satisfy (in the best psychological conditions for tourists and host populations and better economic conditions for tourist organizations) the manifested or latent need of an individual to travel or motivated by leisure (vacations, entertainment, etc.) or for other reasons (business travel conferences, etc.) (Vitouladiti, 2000). From all the above highlights the significant potential offered by the marketing to the field of tourism in investigation, in diagnosis and satisfaction of stakeholders in tourism industry in order to optimize benefits for all involved.

2.2 Market Segmentation

Market segmentation is the division of clients in the market for a product or a service into group with similar characteristics. These groups are called market

segments or targeted markets. When it is used the term targeted market it is mean a segment of the market that was selected from an organization where it concentrate its marketing force. The analysis of the market segment is the first step of a strategic marketing.

Table 1: Types of Segmentation

Types	Criteria
<u>Geographic Segmentation</u>	Climatic Contitions Wider area Size of town Country Population density Regions
<u>Distribution Segmentation</u>	Intermediaries Brand Name Specialised intermediaries
<u>Media Segmentation</u>	TV Radio News papers Magazines
<u>Price Segmentation</u>	High income Medium income Low income
<u>Demographic Segmentation</u>	Age Sex Occupation Level of Education Religion Social class Income characteristics
<u>Time Segmentation</u>	Openning Hours Seasons Holidays hobbies Political affiliation religion Special interest groups University attended
<u>Psychographic or Lifestyle Segmentation</u>	Consumer attitudes Values Behaviors Emotions Perceptions Beliefs Interests Activities Opinions

Source: (Bains – Fill – Page, 2008; TEI of Thessaloniki)

There exist two separate and consecutively stages in market segmentation:

- 1) The division of the market into groups (market segments) with similar characteristics.
- 2) Selecting of the market segments (targeted markets) where the organization is able to serve in the best way the customers of that market (HTEI, Undated).

The aim of the segmentation is to identify segments in the market where apparent differences exist between segments (segment heterogeneity) and similarities between members (customers) within each segment (member homogeneity). The types of market segmentation are shown in the table 1.

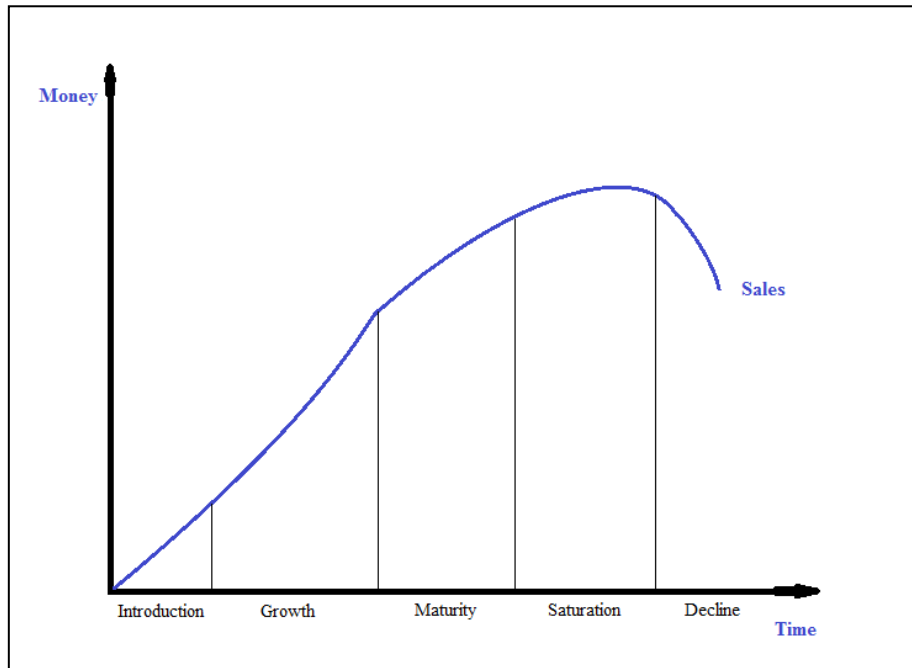
It is not possible for the companies to produce all the products satisfying the needs and desires of all the people always because of their limited resources which have and spend in their marketing efforts. It is better to have selected offerings for selected needs and desires of people into the segments, which allows the organizations to be centralized on specific customers' needs in an efficient and effective way (Bains – Fill – Page, 2008).

Segmentation process is useful method but not the perfect one as they can be mistakes and many errors (Bains – Fill – Page, 2008; Thomas, 2007). The relationship between psychographic characteristics and needs of consumers are sometimes hidden and not proven. It is possible for the segments resulting from the segmentation to do not be rapprochement, namely the company cannot be approached to it (UOI, Undated).

2.3 Product Life Cycle

Life cycle of a product is the period from its introduction in the market until its retraction from it. Some products keep their position in the market for many decades and some others for few weeks or months, nobody can forecast the duration of any product life cycle. Nevertheless the businesses are in position to know the circuit that the product will record in its life (Mantas, Undated; Igoumenakis, 1999). The product life cycle and its stages are shown below in the diagram 1. In a case of destination the product life cycle it is measured by the tourist arrivals (International tourism) (Varvaresos, 2000).

Diagram 1: Product Life Cycle



Source: (Igoumenakis, 1999)

Table 2: Destination Life Cycle and Tourism Impacts.

	Introduction	Growth	Maturity	Saturation	Decline
Destination Characteristics					
Visitor Number of Tourists	Few	Many	Too Many	Many	Many
Growth rate	Low	Fast growth	Fast growth	Slow growth	Decline
Accommodation Capacity	Very low	Low	High	Very high	Very high
Occupancy Levels	Low	Very high	Very high	High	Low
Prices of Services	High	Very high	High	Low	Very low
Expenditure per capita	High	Very high	Very high	Low	Very low
Visitor types	Drifters	Innovators	Innovators	Followers	Cheap-mass market
Image and attractions	Low	Very High	High	Low	Very Low
Tourists are perceived as	Guests	Guests	Customers	Customers	Foreigners
Marketing Response					
Marketing Target	Awareness	Inform	Persuade	Persuade	Loyalty/New market
Strategic Focus	Expansion	Penetration	Defence	Defence	Reintroduce
Marketing Expenditure	Growing	High	High	Falling	Consolidate
Product	Basic	Improved	Good	Detoriates	Decay
Promotion	Introduction	Advertising	Travel Trade	Travel Trade	Travel Trade
Price	High	High	Lower	Low	Below Cost
Distribution	Independent	Independent	Travel Trade	Travel Trade	Travel Trade

Source: (Buhalis, 1999)

The destination life cycle it can be used by the tourist authorities to understand the evolution of the destination and have better decision making in the developing of a strategic plan. It is useful tool for marketers to assess the stage of development of tourist areas and also for researchers as a framework for analyzing changing destinations. As it can be seen from the table 2 there are differences in the destination characteristics like the tourist profile, perception of the locals for the tourism, prices and international arrivals. The marketing response as well changes accordingly, like for example the marketing target, strategic focus, distribution type, etc. Significant differences in the stages are presented in the economic, social and environmental consequences (Buhalis, 1999).

It has to be noticed that some authors mention the destination life cycle in six stages, the exploration stage which is on the beginning of the cycle before the introduction stage. The end of the cycle is marked by the post-saturation phase, which may result in decline, if the tourist demand continues to decrease and the resort is not able to compete with newer resorts, or rejuvenation, through the development of an artificial attraction and differentiation of the supplied services. Other researchers found this model incapable of explaining the tourist evolution of some resorts and proposed modifications or alternative models. Some others believe that each destination must be treated individually (Andriotis, Undated).

2.4 Product Line Mix

A group of similar products that differ in relatively small characteristics is called product line. The relation between the products of the product line is how they are produced, marketed and used. Some organizations develop new products within the product line and some others develop an entire new product lines for their newly introduced products (Pride – Hughes – Kapoor, 2008). A product mix is the mixture or the total number of products that an organization offers to customers (Pride – Ferrell, 2006). The product mix of a company or organization has a certain width and depth. Width is about the number of the product lines that the organization has. And the depth refers to the product items or version that each product line has (Cant – Strydom – Jooste – du Plessis, 2006).

Table 3: Product Line Mix of a Tourist Destination

<u>Primary Inputs</u> <u>(Resources)</u>	<u>Intermediate Inputs</u> <u>(Infrastructure /</u> <u>Superstructure)</u>	<u>Intermediate Outputs</u> <u>(Supporting Services)</u>	<u>Final Outputs</u> <u>(Activities/</u> <u>Experiences)</u>
Line I: Tourist infrastructure and superstructure			
Tourist attraction resources: Cultural, Natural, etc	Elements of Tourist superstructure	Overnight and rest services	Entertainment, Leisure and Relaxation Experiences in the local environment:
Financial resources	Elements of Tourist infrastructure	Market services Special needs services	hospitality, local gastronomy Participation in activities and hobbies
Line II: Tourist Attraction			
Network of Technical infrastructure, utilities, energy Network of Sociocultural infrastructure. Human resources, Labour	Elements of natural attraction: ecosystems, theme parks, outdoor recreation zones	Guides and animation services	Activities in outdoor recreation - sports, ecotourism, scientific and training reasons
	Elements of cultural attraction: Network of cultural sites	Special services: Treatment	Cultural, Business, religious activities
Line III: Transfer and Tours			
Land, construction technology, materials Productive sectors (Products of Agriculture and Crafts)	Elements of access and transport	Special services for tourists and visitors: Cruise-coach operators, car and boat rentals	Experiences of tourist transport, customer service quality
	Elements of information and advertisement: Communication networks and information centers		

Source: (Varvaresos, 1999)

The structure of the tourist product of a spatial unit (region, municipality, etc) can be defined as a blend of goods and services which the tourist authorities promote and offer for consumption to several segments of the market (Varvaresos, 1999).

As the table 3 shows, the composition of the product lines that a tourist destination offers are three and namely:

- 1) Tourist infrastructure and superstructure
- 2) Tourist Attraction
- 3) Transfer and Tours

Also the formation of the tourist product of a spatial entity includes four main phases, namely:

- 1) Primary Inputs (Resources)
- 2) Intermediate Inputs (Infrastructure / Superstructure)
- 3) Intermediate Outputs (Supporting Services)
- 4) Final Outputs (Activities/ Experiences)

2.5 Image

Image has an important role in destination marketing because the basic product of a destination is the intangible experience that the visitors have. Also it influences the primary decision-making and motivation factor for choosing a destination (Beeton, 2005).

The marketing actions which are included in a strategic plan must create a strong, coherent, differentiating and recognizable destination image which will create a favorable opinion about the destination. The image is consisted by the reasoned and the emotional interpretation of the consumer and from the resulting of two closely and interrelated components: the perceptive/cognitive evaluations, which are the individual's own knowledge and beliefs about the object and the affective appraisals, which are the individual's feelings towards the object. There are two types of image the organic and induced. The first is based on non- commercial sources of information, like news and opinions received from friends and relatives about the destination. The second type is based on commercial sources, for example advertising and obtained information from tour operators and travel agents.

A destination image can be formed by information received from several types of sources and by the individual characteristics. Those characteristics are the consumer behavior, personal factors referring to socio-demographic characteristics of the individuals (such as age, gender, social class, level of education, family life cycle, place of residence, etc) and psychological factors (like personality, motivations, values, life style, etc). The personal factors affect the individual's cognitive evaluations of stimuli and finally the perceptions of the environment and the resulting image (Beerli – Martin, 2003).

An effective marketing and positioning strategy to be designed need an accurate evaluation of image. The destination image studies have used mainly

structured (scale format) or unstructured (open-ended, etc) measured tools. The studies which have used a structured measurement technique employed the semantic differential and/or Likert scale for measuring cognitive and affective components of destination image. The studies which have used unstructured techniques aimed to examine the complicated structure of image. A better approach to capture the complex assessment of destinations is the combination of both structured and unstructured methodologies (Baloglu – Mangaloglu, 1999).

2.6 Promotion of a tourist destination

The tourist destinations include the totality of physical, environmental and cultural tourism resources of a country/ region which are the main sights and attractions of tourism demand. Consequently, the effective management and promotion of tourist destinations is one of the most important factors that can contribute decisively to the sustainability and competitiveness of the tourism product of a country (Middleton, 2001).

Promotional activities usually focus on past, present and potential visitors, travel agents, tour operators, media and local communities. They have to ensure that (Loveday, 2003):

- The tourists in the targeted market are receiving the right messages
- Maintain a positive relationship with the tourist destination and its offerings.

The tourism products can be promoted by above and below the line techniques. Above the line specifically, are the tourism advertising, personal selling, public relations and sales promotion. Below the line is to participate in annual main tourism and travel exhibitions. Each of these uses some means to achieve the above objectives (Igoumenakis, 1999; Buhalis, 1999).

2.6.1 Tourism Advertising

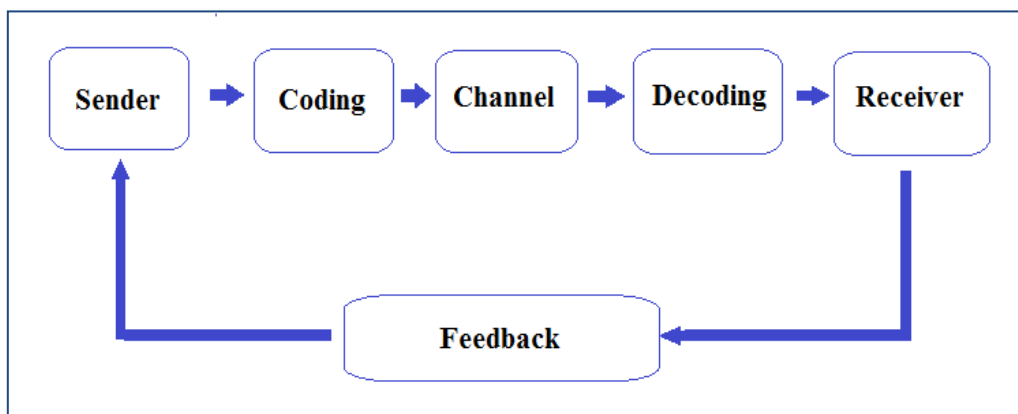
Tourism advertising is a form of indirect public and special communication that can be done with magazines, television, radio, and any printed material (brochures, posters, travel catalogs) to transmit a standard message by the transmitters (tourism business) to the receivers (possible customers). In promotional strategy advertising plays an important role because it provides

effective means for countries to promote their image to potential tourists. Furthermore it is valuable for creating and regulating destinations image and also improving the impression of people that didn't visited the country or region. The main tools of tourism advertising are (Knowles, Diamantis, El - Mourhabi, 2004):

- Travel catalogs
- Brochures
- Sales letters
- Outdoor tourism advertising
- Tourism advertising at point of sale
- Internet

Advertising as a marketing communication tool is widely used in tourism sector because of the product or service is intangible. It develops the buyer attitudes, behavior and the perceived image of the destination. Also it is design to make the consumer to understand the features and benefits of the product. The role of advertising is not only for persuading the purchasing but also for reinforcing the importance of customer in meeting his/her satisfaction. (Morrison, 2002)

Diagram 2: Traditional communication model of Advertising



Source: (Igoumenakis, 1999)

The procedure of the communication is simple and as is the basic function of tourist advertising. The classic communication model includes the following components: the sender of the advertising message, the receiver of the advertising message, the channel that transfer the message from the sender

to the receiver, the coding from the sender to format it and the decoding from the receiver to understand it. Last is the feedback which is the continuation of the communication and has an opposite direction, namely from receiver to sender, (Diagram 2).

2.6.2 Personal Selling

The personal sale of tourism is the contact that makes a vendor with a potential client to convince him to buy a tangible or intangible tourist product, i.e. a tourist good or a tourist service. In contrast to the other techniques, that one it is aimed at few individuals. That tool can help a National Tourism Organization to approach and influence intermediaries such as tour operators and travel agents to include the destination in their programs (packages) (Loveday, 2003).

The main tools of personal sales in tourism are:

- Visits
- Telephone contacts
- Personal correspondence
- Tourist exhibitions

2.6.3 Public Relations

Public relations (PR) in tourism are part of the effort of communication between tourism businesses mainly with their environment. The PR is crucial in enhancing the reputation of a destination and its brand development.

The main tools of public relations in tourism are (Baker, 2007):

- Media releases
- Interviews in Press
- Illustrated texts
- Familiarization visits
- Organized events
- Sponsorship

The activities which are associated to the PR are the press relations, product publicity, organization publicity, lobbying and counseling. Lobbying involves activities designed to promote an occasion, like for instance to

support or oppose a relative legislations and regulations. Counseling is the PR's task of counseling management where the PR is identifying developments internally and externally to the destination that can influence in a negative way its image, and is recommending plans of eliminating them.

Furthermore the PR is diminishing the negative publicity that the tourist sector or a destination has in order to create a favorable publicity and maintain a good reputation. In addition PR must be a complementary tool to the other marketing tools and not substitute of them (Holloway, 2004). Public Relations is an effective marketing technique and it can be used to offset the high cost of advertising. A strong PR can create an increased visibility, awareness, and interest at smaller cost compared to the advertising (Baker, 2007).

2.6.4 Sales Promotion

Hospitality companies that produce intangible tourism products, namely tourism services such as hotel operators, travel agencies, tour operators, airlines, etc., as well as National Tourism Organizations recognize that the profits derived directly or indirectly by sales made, depend largely on the support and assistance offered to tourist agents and how to encourage them to sell as much as possible more products. General that tool can be used as a complimentary and improve the effectiveness of the techniques used to promote a resort (Loveday, 2003).

The main tools of sales promotion of tourism products are: brochures, flyers, direct mail material, exhibition material, special offers (packages, travel services, gifts, etc.) (Igoumenakis, 1999).

2.6.5 Tourist Exhibitions

The tourist exhibitions are important in destination promotion because it offers the opportunity to a DMO to meet tour operators, travel agents, customers and potential customers and promote its offerings. They have to be exhibition material (for example brochures and travel trade manuals) distributed to the intermediaries and customers. Some important and internationally recognized tourist fairs are conducted in Berlin, London, Madrid, Milan and Paris (Buhalis, 1999).

A complementary promotional tool that it can be used by the DMOs is the educational trips which are offered to the tour operators, travel agents, authors and journalists of tourism. With those educational trips the DMOs or NTOs aim to convince the tour operators to include in their packages some of the tourist resorts of their countries, the travel agents to promote the sale of those packages which include the tourist destinations in the country and finally, the authors and journalists to project with their publications as much favorably the destination (Igoumenakis, 1999).

Conclusion

It has been mentioned that international tourism is a competitive product in order to create a tourist destination on each of which functions should be made on purely commercial basis for better promotion of the destination. The promotion as it has been analyzed is a necessary function of marketing if a DMO wants to communicate with potential tourists and increases their awareness about the resort. The tools of destination promotion are the advertising, public relations, personal selling, sales promotion and tourist exhibitions, which if they used combined can provide an promotional campaign for the destination in the foreign markets around the world.

It has explained the definition and functions of marketing, a science which gradually developed at the end of World War II and shortly after in a complex and multifaceted process, highlighted the advantages thus enhancing the consciousness of the business world. Through the development of the tourism industry and with the right approach to supply and demand, it is possible to promote effectively tourist destinations and consequently the gradual but accelerating rise of the tourism phenomenon (Varvaresos, 2000).

IV. ANALYTICAL PART

Chapter 3: Geography and Identity of Cyprus

Introduction

In this chapter it will be discussed the geography and history of Cyprus. Cyprus is located in the eastern Mediterranean Sea and it is a crossroad of three continents: Europe, Asia and Africa. It is a neighbor to Turkey, Syria, Lebanon, Israel and Egypt. The history proved that this strategic position in the map was a wish and a curse at the same time as many conquerors from the ancient and as well modern history besieged the island with the purpose to conquer it and have part in that position in the Mediterranean Sea.

3.1 Geography

Cyprus is the third largest Mediterranean island (after Sicily and Sardinia) with a total area of 9,251 square kilometers. The lowest point is the Mediterranean Sea with 0 meters and the highest is the mountain of Troodos specifically its top Olympus with 1951 meters above the sea level (CIA, 2011). Cyprus enjoys four seasons, and day temperatures are between 10 to 35 degrees centigrade. According to the constitution the main languages are Greek and Turkish but English is widely spoken and used in business and commercial transactions (euc.ac.cy, Undated; mfa.gov.cy, 2011)

The island is administratively divided into five districts which are Nicosia, Limassol, Larnaca, Paphos, Famagusta (Free Area) and their towns have the same names (geonames.org, Undated).

3.1.1 Nicosia

Nicosia is located in the center of the island and from the 11th century under the Lusignan Period it's the capital town. It's the biggest town in the island with a population of 260,000 citizens, the one third of the total island's population. Together with the villages in the district it's around 315,000 people. Nicosia as a modern and cosmopolitan business, cultural center and capital holds the Government offices and the foreign diplomatic and other missions, and also all the financial institutions, trade fairs, the Cyprus Stock Exchange, the Conference Center. The town has been an ideal

center for investors and perfect location to establish their businesses (NCCI, Undated).

Unfortunately since 1974 when Turkey invaded Cyprus the capital is divided and after the fall of the Berlin's wall is the last divided European capital (nicosia.org.cy, Undated).

3.1.2 Limassol

The location of Limassol district is in the southern part of Cyprus and borders with the district of Paphos in the west, in the east with the district of Larnaca and Nicosia in the north. Limassol is the second largest town in Cyprus with a population over 230,000 citizens. It is an important seaport in which are conducted the import and export needs of traders throughout the island and also is a leading centre for commerce, industry, tourism and services. The town host several large commercial companies and in fact Limassol is the town where Cyprus' industrial development started several decades ago with the wines and spirits industry. Also the town is planning to construct a conference center and marine with houses over the sea.

The development of tourism in Limassol began after 1974 when the Turks conquered Famagusta and Kyrenia, the two main tourist areas of Cyprus before 1974 (limassolmunicipal.com.cy, Undated; LCCI, Undated).

3.1.3 Larnaca

The district of Larnaca is located on the south-east of the island its town is dating for about 6000 years old. Larnaca hosts the International Airport, a commercial port, a marina, three industrial zones and also is a tourist area in Cyprus. It is the third in population town with over 130,000 citizens (CCCI, Undated). The booming of the town started 2000 years BC where the first port of the island was built (larnaka.com, Undated).

3.1.4 Paphos

The district of Paphos is situated on the west of the island with population in about 78,000 citizens and it houses the second International Airport of the country. Its town is separated by Kato Paphos and Pano Paphos. The first is the area around the small port of Paphos which it's the tourist area of the town, and the second is the commercial area of the town where the most of the population lives there. Paphos has

many historical monuments because in the antiquity was capital of the island for many years and also the goddess Aphrodite was born in its coasts (PCCI, Undated).

3.1.5 Famagusta (Free Area)

Famagusta district is located in eastern Cyprus with the most of its area be occupied by the Turkish military forces (hellenica.de, Undated). Its town before 1974 was developed enough, it was holding the main port of the island and it was the major tourist area in Cyprus but now it's just a ghost town (famagusta.org.cy, 2010).

Now the Free area of Famagusta is consisted by nine communities and population of around 45,000 people. The main activity of the communities is farming vegetables and fruits as they were doing before 1974. Some municipalities like Ayia Napa and Protaras are developed as tourist resorts and they hold the 42% of the total beds in Cyprus and they are visited by 1,000,000 tourists yearly (FCCI, Undated).

3.1.6 Distances between towns and main areas

The size of the country is very small and the towns and main areas in the island are relatively very close to each other as the Table 4 shows below. The capital Nicosia is closer to many towns than other with Larnaca be its closest town and the rest in about 80 km except from Paphos where is 146 Km away. Paphos is the town with the larger distance from many of the towns where is more than 100 km.

Table 4: Distances between towns and main areas (Km)

	Nicosia					
Limassol	83	Limassol				
Paphos	146	68	Paphos			
Larnaca	45	66	135	Larnaca		
Ayia Napa	80	106	175	41	Ayia Napa	
Protaras	84	110	179	45	4	Protaras
Troodos	71	45	113	111	152	156

Source: (CYTA, 2006)

Other important towns like Larnaca and Limassol which hold the main International Airport and main Sea Port of the island respectively, also they have short distances in relation with other towns. Finally Cyprus is very small compare with

other countries where towns can be hundreds and even thousands kilometers away from each other.

3.2 History

The history of Cyprus is troubled with many conquerors in all the periods and that, because of its strategic position. It's an island with long history which is 10,000 years old. The first findings of settlements dated to the Stone Age (Choirokoitia) and later the Geometric period with the descent of the Mycenaeans who Hellenized the island. In that period the Greek religion of the twelve gods of Olympus flourished and the people constructed temples around the island with the greatest one this of the Goddess Aphrodite in Paphos. Later on the island met the forces of Alexander the Great. Then followed the roman period and the ancient Greek religion still flourished until the visit of the Apostles Paul and Varnavas where they Christianized the Roman Proconsul, and Cyprus Became the first Christian island. The island after met the crusaders, temple knights, the Franks, the Ottomans and the British where the last gave to the island its independency.

Prehistoric Period (8200 - 1050 B.C)

The first signs of civilization are presented to the Neolithic period (8200 - 3800 BC.). Although copper occurs in small amounts over the next period the Chalcolithic (Copper) 3800 - 2400 BC, years that Cyprus was plenty of copper, this represents small changes in the way of life. The people in the early and middle stages of the period of Copper (2400 – 1650 BC), live in small villages in the hinterland. In that period the trade with neighbor countries is still limited. In 1650 - 1050 BC the first period of Cyprus in which evidence a number of important innovations, such as intensification of production of metals, the development of writing, development of relations and international trade with neighboring regions, namely Egypt, Aegean Sea, eastern Asia and western Mediterranean Sea (CTO, 2005).

Geometric Period (1050-750 BC)

The presence of the ancient Greeks, the island had ten city–states and also became the birth place of the goddess Aphrodite who according to the ancient Greek mythology, she was the great Olympian goddess of beauty, love, pleasure and

procreation. That fact brought wealth and prosperity, the period is known as a period of great flourishing.

Archaic-Classical and Hellenistic Period (750 – 58 BC)

The era of prosperity continues, but the island felt prey to several conquerors. Cypriot kingdoms became successively tributaries to Assyria, Egypt and Persia. Evagoras the King of Salamis (who ruled from 411 to 374 BC) made the island one of the main political and cultural centers of the Greek world. Cities - states of Cyprus welcomed Alexander the Great, king of Macedonia, and Cyprus became part of his empire. Hellenistic period, Cyprus finally came under the Hellenistic state of the Ptolemy's of Egypt, which abolished the city-states and unified Cyprus (CTO, 2002).

Roman Period (58 BC – 330 AD)

The Romans conquered Cyprus concerned mainly the main resources and products. The island was fertile, as some descriptions of that period mentioned, it was producing wine and olive oil, it was self-sufficient in grain and mining of copper was still quite rich. Also the worship of the goddess Venus (Latin name of Aphrodite) was rising. The capital of the island was Paphos, which was the headquarters of the Roman proconsul. The Roman administration was tough enough and the part of the Roman exploitation of the island was wild. The Romans had built villas which they have been discovered in excavations in Paphos (churchofcyprus.org.cy, Undated).

Byzantine Period (330 – 1191 AD)

In the opinion of many scholars the transfer of the capital of the Roman Empire from Rome to Constantinople in 330 AD is the beginning of Byzantine history. After the death of Theodosius the Great (395), the Roman Empire was divided into East and West. The eastern part of the Roman Empire was Hellenized, Christianized and for thousand years is the bastion of Christianity in the East. Cyprus from the fourth century belonged to the eastern Roman Empire or the Byzantine Empire until the 12th century. The Byzantine history is separated in three periods (Pantelidou – Chatzikosti, 2006):

- Early Christian – Early Byzantine period (4th – 7th century AD)

The Church of Cyprus, after fights, it managed to maintain its autocephalous status and develop a significant effect on the religion of the island. The magnificent mosaics and works of silver and gold indicate the high level of civilization that the island reached at that time.

- Period of Arab raids (7th – 10th century AD)

The Arab invasions that began in the mid-7th century lasted over 300 years disastrous consequences for the island, till the island reintegrated in the Byzantine Empire by Emperor Nikiphoros Phokas.

- Mainly Byzantine period (10th – 12th century AD)

Serious internal problems faced by the Byzantium in the 11th century had for result the defection of governors of Cyprus and their effort for their independence. In the defection of Isaakios Komninos, he declared his self governor of Cyprus and became a cause to split the island from the Byzantine world, which had tragic consequences for the future of Cyprus.

During the Crusades, Cyprus has seen invasions and looting by the Crusaders. During the Third Crusade the island was occupied by Richard the Lion heart of England (1191), which sold it to the Templers Knights and they finally sold it to the Lusignan (Franks).

The Byzantine art, especially architecture and painting, knows extraordinary growth in the late 11th and into the 12th century.

Frankish Period (1192 – 1489 AD)

The Franks (Luisignans) introduced the feudal system to the island and the Catholic Church replaced the Greek Orthodox Church, but without displacing it. The Luisignans renamed the towns Lefkosia, Ammochostos and Lemesos to Nicosia, Famagusta and Limassol correspondingly, where they still named like that in english until these days. Famagusta is becoming one of the wealthiest towns in the eastern world. In 1489 the last Louisianan Queen, Caterina Cornaro, gave the island to the Republic of Venice (yourcyprusportal.com, 2004; web-greece.gr, Undated).

Venetian Period (1489 – 1571 AD)

The Venetians saw Cyprus last bastion of protection against the advance of the Ottomans in the eastern Mediterranean. Thus they fortified the island and surrounded with fortified walls the capital town of Nicosia and as well the town of Famagusta, in order to protect the island from any ottoman invasion. The empire of the Ventian flourished but the Cypriots had decimated from famines and they crashed from the heavy taxation. The rebellion in 1546 of the Cypriots was crushed without any difficulty.

According to legend, the Ottoman Sultan Selim II was charmed by the sweet wine of Cyprus and in 1570 ordered the invasion of the island. In one year they conquered the island and another period started to exist (cypnet.co.uk, Undated).

Ottoman Period (1571 - 1878 AD)

The Orthodox Church was restored with its privileges and the archbishops became Ethnarchs (Leaders of Nation). The church was responsible for collecting the tribute of the Christians and for giving it to the Turks. It was also contributed to the preservation of religious and national consciousness of the enslaved people in the island. During the Greek Revolution of 1821 the price for Greek-Cypriots it was the execution of Archbishop Kyprianou with three bishops and many others, the order was from the commander Mehmet Kucuk. At the end of the Russo-Turkish war, England in exchange for the promise of help in the war persuaded Turkey to cede Cyprus. The agreement was signed in June 1878 and in a month later arrived the island's first British governor (arxaiologia.gr, Undated).

British Period (1878 – 1960 AD)

In the beginning of that period the British was paying rent to the Turks. Formally annexed the island in 1914 when Turkey entered the World War I on the side of the Germans. The Treaty of Lausanne in 1923, Turkey renounced its demands on Cyprus, and after two years the island became a British Royal Colony. In World War II Cypriot volunteers served in the British Military Forces. In 1955-1959 conducted an armed struggle for liberation from colonial rule and union with Greece (athena.pi.ac.cy, Undated).

Republic of Cyprus (1960 - 2000)

In 1960 was signed the Treaty of Zurich - London which founded the Republic of Cyprus, the contracted parties were England, Greece, Turkey and the Republic of Cyprus which was represented by Archbishop Makarios for the Greek-Cypriots and by Dr. Kucuk for Turkish-Cypriots. The first three countries were also guarantor countries for the peace and stability in the country (army.gr, 2009). Cyprus became an independent state with a presidential regime and free presidential and parliamentary elections every five years. First President of the Republic of Cyprus was Archbishop Makarios and Vice-president Dr Kucuk. Based on the treaty, Great Britain has retained two military areas in Akrotiri and Dekeleia.

Very early the established Constitution showed that cannot work, in the 1963 the Turkish Cypriot community rebelled against it and Turkey threaded to invade. In July 1974, the military junta in Greece instigates a coup against the Cypriot government. For that reason Turkey as guarantor country invaded Cyprus in order to protect the Turkish community. That resulted to the occupied northern part of the island (37% of the total area of Cyprus), the violent displacement of the people (40% of the Greek-Cypriots) and thousands of dead people. It is estimated that in the occupied area remain 35,000 Turkish troops and the UN for 30 years as peacekeepers, patrol a confrontation zone that divides the island into two and passes through the capital town Nicosia. The Turkish occupation continues today despite international condemnation and ongoing negotiations and efforts to reach a solution (eko.com.cy). Despite ongoing negotiations, the communities have not yet reached a solution to the "Cyprus Problem". However, there was not any violent conflict since 1974 and it is dominated by stability and peace. The Cyprus Republic is a member of the United Nations, European Union and former member of Non-Aligned Movement (NAM). In 2008 Cyprus retired its official currency (Cypriot Pound) and adopted Euro (phylaxisdevelopments.com, Undated; euro.cy, 2009).

Conclusion

To conclude, it is clear to see that Cyprus is a small island separated in districts with town in each of them and some are smaller than the other and even more developed. Although Nicosia is a commercial and cultural center, it has not a large number of tourists as other towns have. A reason for that is the tourism development

of the country where it gave more attention in the coastal zones of the island with the neglect of the hinterland. Something else it can be noticed in the above areas is the distance between them which is very small that appoint a feasible and easy sightseeing in the island. From the mountains, easily and quickly someone can be found on a beach or in an urban center. A major target of local bodies on the island is to encourage and promote alternative tourism which is interesting in culture, sports, etc. and does not adversely affect to a large extent, the environment and the local community.

Also the island has 10 000 years of civilization which started in the prehistoric period. Cyprus met many conquerors in its long history. Geographically the island could be considered as a part of Asia but because of its historical relation with many European civilizations and specially the Greek, it is European part. Now the island is an independent country with presidential republic, member of the European Union and the Euro-zone. The truth is that after so many years of history it can be concluded that Cyprus has many cultural attractions including museums, archaeological sites and various other monuments, which can be utilized to attract cultural tourism.

Chapter 4: Tourism Development in Cyprus

Introduction

In 1960 with the declaration of Cyprus as an independent republic it is starting officially the tourist development in the island with the mass construction of accommodation facilities in the coastal zones in its northern part. The foundation of CTO, an organization that exclusively undertook the responsibility for the tourism development in the resort in 1969, changed radically the path that the destination followed into the next years (CTO, 2004).

In the 1974 the neighbor country of Turkey with an excuse of the political instability among the Greek-Cypriot and Turkish-Cypriot communities decided to intervene with the purpose to bring “peace” in the island. That resulted to an occupation of the northern part Cyprus and subsequently, a huge catastrophe to the national economy and especially to the tourism sector which lost the main tourist infrastructure, superstructure and frustration of tourist arrivals to the next years. Although that ravage, the tourism with the help of the government flourished again in a higher degree than before the invasion (CBEBS, 2008).

The tourism as an economic sector had a vital role in the whole economic development in the island and that’s why took the attention that still has today. Namely in numbers, the island attracts more than two million visitors annually which are three times more than the local population. These visitors contributed with their expenditures to the 9% of the GDP and employed 37000 persons in 2010 (CTO, 2011).

4.1 Cyprus Tourism Organization (CTO)

The CTO was established in 1969 and operates in accordance to the provisions of the Cyprus Tourism Organization Law of 1969 - 2005 and the related Regulation on Structure and Terms of Employment and Administration and Finance (CTO, Undated). The Organization’s objective in relation to the law is to organize and promote Tourism within the Republic of Cyprus by using all possibilities and resources available. In that frame the mission of the organization is the (EOC, Undated):

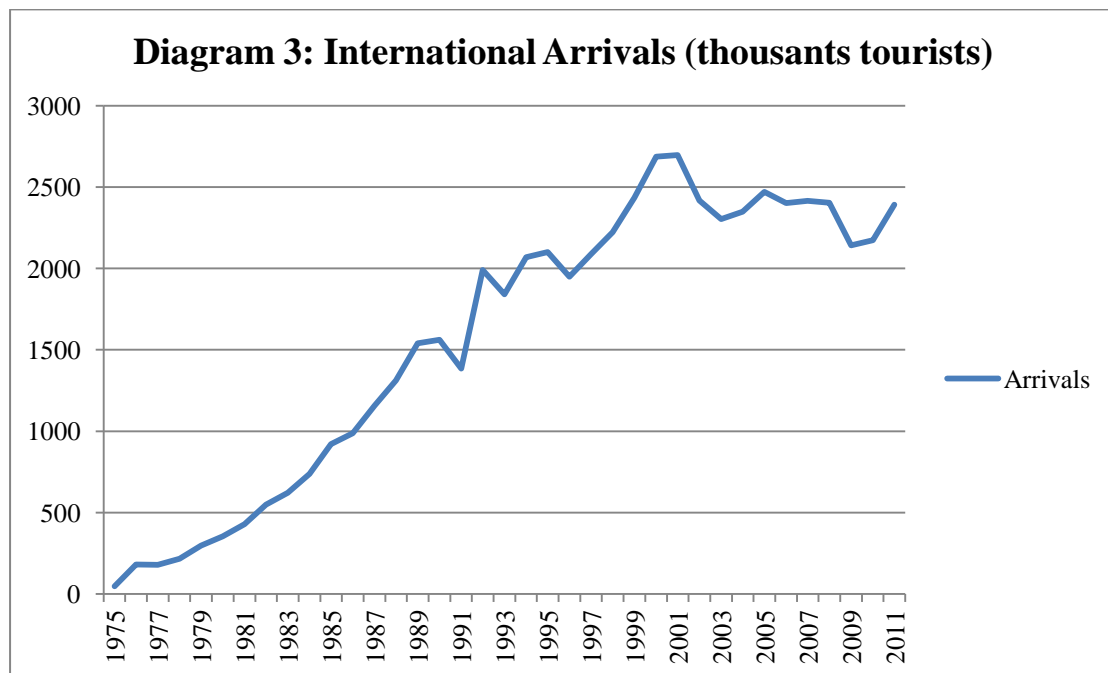
- development of a strategy for tourist development

- undertaking of initiatives to implement the Strategy
- guidance, coordination and support the efforts of stakeholders
- assessment of the Strategy's impact

It's an organization of public interest and is administrated by a nine – member Board of Directors which is consisted by the general director's office and its four departments which are responsible for the administration, marketing, quality assurance and strategy. These offices and departments are classified into the head office, the local regional offices and the overseas regional offices (CYCLO, Undated).

4.2 Destination Life Cycle

All the destinations have a life cycle, some last for less time than other or the opposite. Nevertheless the DMOs are in position to know the circuit that the destination will record in its life (Mantas, Undated; Igoumenakis, 1999). In the case of Cyprus the destination life cycle it is measured by the tourist arrivals (International tourism), diagram 3 below (Varvaresos, 2000). The destination life cycle it can be used by the tourist authorities to understand the evolution of the destination and have better decision making in the developing of a strategic plan (Buhalis, 1999).



Sources: (CTO, 1998; CTO, 2010; CTO, 2011)

4.2.1 Introduction (1975 – 1979)

Cyprus in the Turkish invasion in 1974 lost its main developed tourism zones in the northern part of the island, namely 60% of its bed capacity (hotels), from 10.796 to 4.184 (CTO, 1984). Also in 1975 it had a sharp decrease 68, 7% in its international arrivals. Although that catastrophic event, the tourism flourished again with larger growth rate than the years before the invasion and that because of government incentives (through low interest rates, tax relief, etc) to accelerate the development of the tourist sector in the southern part of the island, specifically in the coastal zones. The image that characterizes Cyprus that time is the nice climatic conditions, especially its great sea, sun, sand (CBEBS, 2008).

4.2.2 Growth (1980 – 1990)

The tourism arrivals as well the tourist revenues show a remarkable growth, namely from 403.420 and about €135 millions to 1.561.479 and €1.000 million respectively (CTO, 1990). Also the accommodation capacity had a large rise from 12.524 beds in 1980 to 59.857 in 1990 which means it had been increased by 473,3%, the main type of accommodation was hotels from one to five stars (CTO, 1992).

4.2.3 Maturity (1991 – 1998)

During the years 1991 - 1996 in the destination appears fluctuations in accordance to the tourist arrivals and tourist revenues. This in some cases is because of exogenous factors like in 1991 the Gulf War which was very close to Cyprus and affected also the tourist resorts of other neighbor countries. Namely, the international arrivals and tourist inflows noted a sudden fall by 11, 3% and 16, 9% accordingly. In addition, there are also other factors for that, like for example the steadily increasing of competitiveness among the destinations, as well the increased development of new destinations across the world (Pasiardes, 1998). Then it follows a sharp increase until 1999. The accommodation capacity also increased by 135, 5%, the main structural change was in the hotels of one to five stars.

4.2.4 Saturation (1999 - 2002)

The saturation level took place and the international arrivals reached the top of the whole life cycle with international arrivals being 2.686.205 and tourist revenue €2.250 millions in 2001. Furthermore the beds in operation were numbered at 89.000

in that year. In addition, the tourism sector appeared to have a great importance to the contribution in national economy, because of the increased employment which they were 14.420 in 1989 and until 2002 the number of workers rised rapidly to 42.955 (CTO, 2003).

The image of Cyprus started to deteriorate mainly because of the overcrowded area of Ayia Napa in the district of Famagusta (30% of total tourists), where tourists and locals were committing crimes like stealing, rapes, fighting and profiteering, also were polluting the environment with noises and garbage in the streets. That place received bad comments from the media especially in the Britain and Sweden which are the traditional sources for international tourism, and they were considered to be deterrent factors in decision making of potential tourists to organize a travel to the island (TTC, 2006).

4.2.5 Decline – Rejuvenation (2003 - 2011)

In 2003 the international arrivals dropped to 2.303.247 and in the next years until 2008 are fluctuating to above or below the 2.400.000 tourists. This are the results of exogenous factors like the SARS (Severe Acute Respiratory Syndrome) epidemic, and also the second Gulf War which was next to Cyprus in the neighbor country of Iraq which influenced the tourism of Cyprus until 2004 (CTO, 2004; CTO, 2005; CTO, 2009). During the years 2009 and 2010 the international arrivals felt to about 2.150.000 tourists which its 11, 4% decrease from the previous years, the reason behind that are the global economic crisis and the continued rise in fuel prices. In 2011 the tourist arrivals increased to 2.392.223 tourists and the bed capacity during the years 2003 – 2011 had a decrease to 87.082 total beds (CTO, 2011; CTO, 2011).

In the year of 2003 – 2010 the CTO started to implement its strategic plan for tourist development of Cyprus at which they were actions specified about the improving the quality of tourism product, the repositioning of the image, as well the promotion activities in the targeted segments. In the year of 2010 the CTO started preparation for the strategic plan of the years 2011 – 2015 (CTO, 2004; CTO, 2011).

4.3 Strategic Plans of 2003 – 2010 & 2011 – 2015

With over 30 years of experience in tourism, Cyprus needed to use its knowledge of the past and projected new data to start a new course for Cyprus

tourism. The vision that guided the strategy in the years 2003 to 2010 according to the CTO is: “Cyprus: a qualitative tourist destination that will satisfy the visitor with various interests and quests and ensure the continuous improvement of the quality of life of the locals.” The main objective of the organization with that strategy was to maximize the revenues by achieving the following targets (CTO, 1999; CHA, 2009):

- Increasing the average expenditure per traveler
- Improving of seasonality
- Increasing the number of arrivals
- Increase the length of staying
- Increase the number of repeating tourists

The strategic plan of 2003 – 2010 emphasized at the development, organizing and projection of particular special products with the purpose to attract alternative forms of tourism like agro tourism, business tourism, sport tourism, cruising tourism, religious tourism, cultural tourism, wedding tourism and finally education tourism (CTO, 2007; CTO, 2003). Also it was aimed at the activities of promotion and projection in the targeted segments and at the improvement and enrichment of the products and services like the accommodation services, offered by the tourist resort of Cyprus (CTO, 2011).

The implemented strategy by the CTO for the years 2010 – 2015 follows and enhances the previous strategic plan for tourism development. For preparation of the plan were considered a modern scientific methodological approaches which are used in international level by other DMOs, with the intention to ensure the quality of the content in the strategy, as well the adequacy and effectiveness of each strategic action. Furthermore, it focuses in projects and activities that fall into the appositeness of Cyprus tourist Organization. The targets of the plan are to (CTO, 2010):

- Increase the share of tourism sector in the national GDP
- Increase the share of tourism sector National Income
- Promote Cyprus as an international level tourist resort
- Use wisely the natural and cultural resources and the broader tourist infrastructure and super structure
- Increase the length of staying
- Improve the seasonality
- Increase and improve the destination’s the tourist product

The main objectives of the strategic plan are to define the competitive advantages that will allow it to reposition its image as “a qualitative destination with variety of tourist attractions” in the tourist markets. Through the strategy the CTO seeks its actions, like for example to upgrade and enrich the product targeting to the 3S clientele, to create and modify products targeting special forms of tourism and finally, to maximize the use of marketing and promotional techniques in order to improve the image, the brand awareness of the destination and find new markets for infiltration (CYCLO, Undated).

Conclusion

The tourist development of the island since 1960 was based to the 3S clientele (sea, sun, sand), a model that was working automatically with main characteristic the mass, organized and seasonal tourism, and under a high dependence to the tour operators. As a consequence of the above was the excessive tourist demand in a limited time period (summer), the excessive development in coastal zones by neglecting the rural and mountainous areas of the country and finally the decreased competitiveness of the destination’s offerings (CTO, 1999; Varvaresos, 1999).

The Cypriot destination ten years ago past from saturation phase, it could result in decline as it was for the next two years but because the CTO took measures even late, like for example the strategic plan for tourist development which provided guidance for development and modification of the tourist resources especially the accommodation services resulted to a small rejuvenation. The declining stage of the tourist product is crucial and is the right time for a DMO to intervene and take initiatives, like reintroducing the product into new markets with a combination of promotional tools, as well to retain loyal tourists in order to revitalize it and protect it from negative economic, social and environmental consequences which subsequently will harm further the destination image (Buhalis, 1999).

The CTO major target is to develop and modify the destination’s tourist resources with the purpose to reposition its image as a destination that offer rich and multiple tourist experiences in a short period, thus to gain competitive advantage over the competitor destinations by differentiation.

Chapter 5: Tourism Product

Introduction

As it was mentioned previously the strategic plan of CTO aims at the development, modification and promotion of the particular tourist products of Cyprus with the purpose to attract special forms of tourism. These forms of tourism were identified earlier in market researches before the 2000 and the CTO targeted on them mainly because of their characteristics, like persons from higher income level or potential tourists to spend higher share from their income in such an attractions. Subsequently, those types of tourists were characterized as high quality tourists mainly because of their preferences in high quality accommodations like the four and five stars, as well the hotel apartments of de lux category (Poulakou, 1997; CTO, 2003).

The modern accommodation superstructure is considered to be a competitive advantage for the tourist product of Cyprus, mainly because of strict legislation governing the establishment and operation of hotels which demands high standards from them. The Strategic Plan of the CTO aims to improve even more the accommodation quality levels for tourists visiting Cyprus. In addition, special incentive projects introduced by the government to encourage owners of hotel units in the lower categories to either upgrade or withdraw them (PIO, 2007).

In general the DMOs like CTO, have to record all the tourist resources in the destination in order to respond better to the numerous and diversified needs and desires in the tourist market and also to increase in a long term the profitability of tourist enterprises (Varvaresos, 1999).

5.1 Analysis of Accommodation Industry

In Cyprus the qualitative classification of the accommodation is conducted by the CTO according to some standards. These standards are more demanding for the hotels and hotel apartments than the other types of accommodation (CTO, 2011). It has to be noticed that qualitative classifications does not exist in all the countries, or they have different criteria or even are not conducted by a public body (Pavlidis, 1999). In general the accommodation facilities in Cyprus are classified like:

- Hotels (1 to 5 stars)

- Hotel apartments or Bungalows (categories C, B, A, De Lux)
- Tourist villages (categories B, A)
- Tourist villas
- Traditional buildings (hotels, hotel apartments)
- Tourist apartments
- Furnished apartments
- Hotels without stars
- Guesthouses
- Camping

For the purposes of that chapter they will be analyzed the qualitative characteristics of the hotels and hotel apartments as these types of accommodation concentrate the 81% of the total bed capacity in the country (CTO, 2011).

The strategic plans target to the upgrading of the hotels and hotel apartments in technical and operational standards, to the incorporating provision about opening new forms of accommodation (boutique, family, spa and club hotels) that are responding better to the new trends of the clientele in the market. Furthermore it tries to expand the criteria for the qualitative classification, like for example to consider also the human resources of the hotels in the criteria (CTO, 2010).

The table 5 below shows the qualitative evolution of the bed capacity in Cyprus between the years 2001 – 2011. As it can be seen it is noticed structural changes in the bed capacity of the country like for example the medium and lower quality of accommodation are decreasing namely from 26811 and 19619 beds in 2001 to 24528 and 13395 beds respectively in the year of 2011. It is worth to be noticed the evolution of high quality of accommodation services which increased namely from 28259 in 2001 to 32669 beds. In addition the diagram 4 illustrates better the qualitative changes in the bed capacity of the country.

That structural change influence positively the hotel supply and simultaneously improve the competitiveness of the whole tourist product of Cyprus as well the tourism attraction in the island (Pavlidis, 1999).

**Table 5: Qualitative Analysis of Accommodation Services 2001 – 2011
(Beds per category)**

	Category A*	Category B*	Category C*
2001	28259	26811	19619
2002	29324	27114	19509
2003	30420	27042	18825
2004	30874	26982	18675
2005	31754	26352	18317
2006	32102	25505	17848
2007	32250	25508	16127
2008	32064	25615	14635
2009	31913	25122	13677
2010	32341	24864	13614
2011	32669	24528	13395

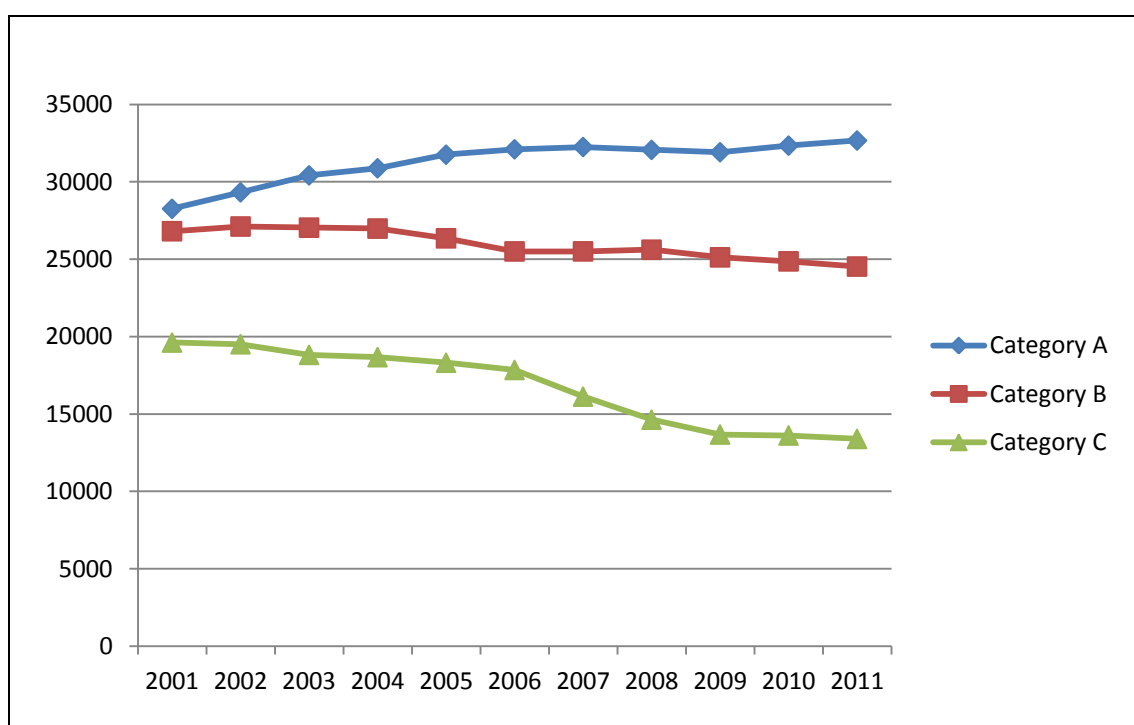
Source: (CTO, 2001; CTO, 2004; CTO, 2007; CTO, 2009; CTO, 2011)

A* includes hotels 4 to 5 stars and hotel apartments category de lux

B* includes hotels 3 stars and hotel apartments category A

C* includes hotels 1 to 2 stars and hotel apartments category C and B

Diagram 4: Qualitative Analysis of Accommodation Services (Beds per category)



Source: (CTO, 2001; CTO, 2004; CTO, 2007; CTO, 2009; CTO, 2011; CHA, 2010)

5.2 Product Line Mix

A product mix is the mixture or the total number of products and services that a destination offers to customers (Pride – Ferrell, 2006). The product mix of a Cyprus has a certain width and depth, width is about the number of the product lines that the resort has namely tourist infrastructure and superstructure, tourist attraction, transfer and tours. The depth refers to the product items or version that each product line has and these are primary Inputs (resources), intermediate inputs (infrastructure/superstructure), intermediate outputs (supporting services), final outputs (activities/experiences) (Cant – Strydom – Jooste – du Plessis, 2006). The product line mix of Cyprus is shown in the table 6 in the appendix 1.

As it can be seen in the table 6 the spatial unit of Cyprus includes three product lines which are the tourist Infrastructure and Superstructure, Tourist Attraction and Transfer and Tours. The formation of the tourist product is considered as a result of a combined production and consumption that consists by four main stages, like the resources, Infrastructure / Superstructure, Supporting Services, and the Activities/ Experiences. In the appendix 2 are shown some pictures of the tourist resources.

Conclusion

In general the accommodation services constitute the most important factor in the tourist development of a destination and as it can be seen very clearly in the example of Cyprus. The offerings of that kind of accommodation in contrast to the others kinds have the advantage, firstly for individual tourism, as well mass tourism hospitality, secondly the potential for adaptation in the natural and structural environment without destroying it and lastly the professionalism and quality. (Pavlidis, 1999). The CTO improved many of the hotels to provide high quality of services to the new alternative forms of tourism that are classified as persons with high income level.

These types of tourism at which the CTO is interested to attract in the island are the agro tourism, business tourism, sport tourism, health tourism, cruising tourism, religious tourism, wedding tourism and education tourism. The resort includes a series of tourist product lines and numerous resources that make the island able to attract the above form of tourism, plus satisfy their needs in a high degree. The geographical size

of Cyprus allow for the development of these forms of tourism and also some combinations of them.

The CTO must create an effective promotional strategy to show the above diversified tourist product of Cyprus to increase the awareness of potential visitors and establish the new image in the tourist market.

Chapter 6: Promotion of Cyprus

Introduction

The communication strategy in the last years (2003 - 2010) was centralized in promoting a single and unique image for Cyprus seeking in increasing the awareness for the resort, as well creating a positive image. CTO used the promotion and its several tools like advertising, public relations, exhibitions, etc for a systematic projection of the destination image based to the repositioning which is the highlighting of the competitive advantage of Cyprus, the great diversity of tourist experience in a small geographical area. It implemented a promotional campaign with the brand mark “Love Cyprus” which according to assessments in different markets it had positive results, and also it had used by several intermediaries for their communication activities (CTO, 2002).

Cyprus is not well known to abroad as a tourist destination, in some countries even in Europe believe that in the country dominates political instability or that is located in a dangerous area of the world. The accession of Cyprus in the European Union helps to increase its awareness but still it is not possible a comparison to the image and awareness of traditional destinations like Turkey, Egypt, Greece, Italy, Spain and France (CHA, 2011).

The above problems show the necessity of CTO to develop an integrated promotion mix strategy that will allow the using of all the promotional techniques in combination in order to achieve an effective communication with potential tourists and rise or keep its share in the international tourist market.

6.1 Promotion Mix Strategy

During the years 2003 – 2010 the organization was implementing an effective promotion mix as it was planned in the strategic development, aiming in the repositioning of Cyprus with a new unique image (CTO, 2006). Between the years 2011 – 2015 the new strategic plan provides a communication strategy targeting in the assessment of the tourist experience that Cyprus offers and the assessment of the market segments at which is the tourist product directed. This combined with the limited resources of CTO will guide to their beneficial allocation for promotion in the

market segments, as well to create an image based on real values of the tourist experience (CTO, 2011).

The strategic plan for tourist development 2011 – 2015 uses a promotional campaign with brand mark “Cyprus in your hand” which is the evolution of the previous campaign “Love Cyprus”, and built over the image which has been created during the years 2003 – 2010. The communication strategy includes a series of techniques which will promote the tourist product of Cyprus directly into the market segments, like advertising, public relations, personal sales, sales promotion, exhibitions and hospitality to tourist professionals. All of the activities are supported by appropriate documents, audiovisual and electronic means of projection, including the systematic upgrading of the organization’s website (CTO, 2010).

6.2 Brand Mark

The brand mark of Cyprus “Love Cyprus” was created by advertising firm that the CTO cooperated in 2006 and it was used in all the communicating activities of the organization. In the 2010 the brand mark changed to “Cyprus in your hand”, the reasons for that creative idea is to supports the strategic plans of the organization because (brand marks are shown in the appendix 3):

- The planning of the promotional campaign is creating a distinctive and unique look.
- Together with the posters it presents the diversity of experiences that the island offers to the visitors.
- It is flexible to be used in many promotional activities conducted in every segment of the market and also to future possible changes of the trends in the market.
- It continues the previous campaign “Love Cyprus”
- The central message “Cyprus in your hand” is an invitation to Cyprus, temporal and internationally understood.

It is used in all the promotional activities like in advertising, decorative posters, gifts, in exhibitions for decoration of the kiosk (CTO, 2008; CTO, 2011).

6.3 Market Segments

The limited resources that the organization have for destination promotion enforced it to create market segments and hierarchy for them with purpose to allocate as much better its promotional efforts to these markets and attract tourists. The segmentation has been created in the frame of the new position of Cyprus and based to the motives/desires that have been identified in surveys and studies. The motives have been identified and evaluated in relation to the targets of the CTO strategic plan which are explained in previous chapter. The target segments according to the motives are (CTO, 1999):

- Sea, sun and sand (3S)
- Culture
- Conferences and incentive tourism
- Nature
- Sport tourism
- Festivals
- Weddings and honeymoons
- Cruises

According to some quantitative and qualitative parameters the organization divided and classified the markets into several categories. In these market segments the CTO will invest sources for promotion and projection accordingly to their priority in the hierarchy, table 7 below.

The high priority market segments are the main contributors in the tourist arrivals in the country and present great and positive perspectives for the future. The medium priority segments show also great and positive perspectives but they face particular problems in accordance to their social, economic environment, accessibility problems and some non EU countries problems with visa. The low priority segments are countries that are not noting any improvement, they are on the long term plans of CTO and they receive funds for promotion according to their priority. The rest of segments are markets with problems of accessibility, Cyprus is relatively unknown to them and they require huge amounts of funds in order to penetrate and promote the island (CTO, 2010).

Table 7: Hierarchy of the Geographical Market Segments

High Priority Markets Segments	United Kingdom, Germany, Scandinavian Countries, Russia
Medium Priority Markets Segments	Greece, Switzerland, France, Czech Republic, Poland, Israel, United Arab Emirates, Lebanon, Netherlands, Austria, Belgium, Luxembourg
Low Priority Markets Segments	USA, Canada, Romania, Lithuania, Hungary, Ireland, Saudi Arabia, Jordan, Kuwait, Bahrain, Egypt
New Market Segments	India, Spain, Iran
Other Market Segments	China, Qatar, former Soviet Republics

Source: (CTO, 1999; CTO, 2002; CTO, 2010)

6.4 Advertising

The advertising campaigns of CTO in long – term aim at increasing the awareness of Cyprus and also to reposition the image of Cyprus in a desired direction. The researches that are conducted by the organization evince that the top of the mind awareness is very high in Great Britain and Greece but is very low in other European countries which are source of international tourists. The target of the advertising for the next years is the effective communication with messages which will abet the senders (potential tourists) to include in their plans the island for travels and holidays (Metaxa, 2009).

The CTO in order to attain the targets of advertising, it has made three sections at which will give special attention, these are: 1) appropriateness and effectiveness, 2) planning and purchasing time/space in the advertising means 3) assessment of advertising campaign. The existing campaign “Cyprus in your hand” is planned to be until 2013 with possible extension until 2015. However, in the end of the existing campaign the organization must choose a new one. The collection and the targets of the new campaign will be reevaluated according to the changes of tourism

sector, findings of the researches about appropriateness and effectiveness and the general targets of CTO. The appropriate planning and purchasing of time/space in the advertising means will be chosen through international contests and the assessments of the advertising effectiveness will be conducted very often (CTO, 2010).

Examples of advertisements activities that were conducted are: in Great Britain through the TV, press, underground and taxi, in Germany through the TV, press and magazines, big posters in urban centers, in Switzerland through specialized magazines for golf, cycling, nature tourism, conference and incentive tourism (CTO, 2007; CTO, 2008).

6.5 Public Relations

The CTO operates in the countries which are segmented above 22 offices that provide information to tourism intermediaries which are the tour operators and tourist agents, as well to potential tourists that are interested to visit Cyprus. Namely they organize events like presentations, Cyprus nights and other events of Cypriot characteristics, press conferences, publishing press releases and newsletters, competitions, ceremonies for awarding tour operators, etc in visitors' countries of origin. Among these activities are considered also the organized events for special projection and publicity of Cyprus to the selective segments of tourism markets, like for example presentations to special interest clubs, publishing press releases for particular topics and documents and last and visiting exhibitions with special subjects (CTO, 2011).

The necessity for systematization and intensification of the public relations efforts requires some specialization in the field and accessibility in the media of the countries which are the source of tourism. Mainly for that reason the CTO is forced in countries of high priority to collaborate with PR firms. In addition, with the cooperation with those firms the CTO have the opportunity to collaborate with special professionals like journalists in special magazines and advisors for PR in each of the segment (CTO, 2010).

Examples of PR activities are the conduction of special events in London for travel agents and journalists for projection of the agro tourism and cultural tourism. In Germany the CTO was cooperated with PR firm which included hospitality of media journalists these resulted to favorable articles, radio and TV broadcasts in the German

media and also they was conducted press conferences in several cities of Germany and continued in regular rate the monthly information press conferences (CTO, 2006; CTO, 2007).

6.6 Hospitality

The CTO took in consideration the great importance of the recommendations by third persons to the choice of tourists to include Cyprus in their vacations. It is planned a hospitality to the tourism journalists, tour operators, travel agents, as well to their personnel in Cyprus and other professionals. That tool is aimed by the strategic plan to reposition its image to abroad and target to specific segments of the market, mainly through the publicity that tourism journalists provide and also the good knowledge about the destination that the tourist professionals offer to their clients. It will be used mainly to the markets where there is limited or lack of advertising, like the low priority and opening market segments, to enhance the projection of Cyprus (CTO, 2007).

Examples of hospitalities are: the hospitality of members of the British Association of Tourism Journalists, hospitality of travel agents from Great Britain specialized in religious tourism, golf tourism and tourism of nature, Hospitality of 31 golf professionals for direct projection of the tourist product (CTO, 2005; CTO, 2006).

6.7 Exhibitions

It is planned by the organization to participate in general, tourist and special exhibitions. It is aimed to present Cyprus in the general and tourist exhibitions and give the opportunity of choosing this destination among the other competing destinations in the exhibition area. The target in the special exhibitions is the attraction of the selective segments in the market like the agro tourism, business tourism, sport tourism, etc. The presence of the resort must be in the exhibitions which are conducted in priority countries as well to the rising markets (CTO, 2009).

The CTO participated for many years in the exhibitions of: ITB in Berlin, IMEX in Frankfurt, Seatrade in Hamburg, Horizont in Karlsruhe, BIT in Milano, Tourist International Fair “Philoxenia” in Thessaloniki, London Boat Show,

Adventure Travel & Sports Show in London, MITT - Moscow in Russia, Holiday World 2007 in Prague, etc (CTO, 2008; CTO, 2009).

6.8 Sales Promotion

The organization aims at collaboration with travel professionals by providing them with important material, brochures, flyers and direct mail material, so that encourage them and promote the destination of Cyprus. Also through the exhibitions it can be provided to them as well to the potential tourists some exhibition material (Igoumenakis, 1999). Although the limit contribution of that technique in promoting the image of Cyprus, it will be great as a complimentary tool to the rest of the techniques and also it will be used in all the countries independently from their priority in the hierarchy of the segmentation. Furthermore that tool is necessary to the targeted segments of lower priority as there the CTO is planning to spend fewer resources (CTO, 1999).

6.9 Personal Selling

The personal approach to travel intermediaries and other bodies offer the possibility for thorough information about the destination and subsequently its promotion to abroad. In the plans of the organization it has a special importance mainly because with that technique is able to promote particular products for attracting the business tourism which is the conference and incentive tourism, sport tourism, cruising tourism, health tourism, etc. It is planned to acquire the required human resources or to assign personnel from a relative firm that offers those kinds of services (CTO, 2010).

6.10 Comparative Analysis

The table 7 shows a comparative analysis among Cyprus and its competitor destinations at which compares their strategies to achieve their several objectives, particularly the promotion. On the rows are the lines of competitor destinations that have been chosen and are Greece, Crete, Turkey and Portugal which are all of them together with Cyprus, destinations with similar characteristics and tourist resources.

Greece and Turkey are chosen because they are neighbor countries and first competitors with Cyprus offering tourist products with common characteristics, for

instance the climatic conditions, Mediterranean Sea and usually each of them is copying the strategies from the other. Off course, they are much bigger countries in land and population and for that reason it is decided to add Crete in the analysis because is an island exactly the same in size with Cyprus. Clearly, Greece because of the historical relation with Cyprus is not considered in reality as a competitor country, the country is included in the analysis for the purpose to compare the strategies. Also Portugal is counted even if it is away from Cyprus, owing to the fact that it's also a destination with resources like Cyprus, for example the climatic conditions, the sea and general the atmosphere of hospitality.

The columns includes the criteria of the comparison between the resorts, which are the promotion techniques, the image and desired image, plans, targeting groups, segmentation characteristics and main target countries and finally some strategy details about the strategic plans of the destinations. The preparation of that work was difficult due to the fact that each strategic plan was written with different methodologies, missing information and theoretical information.

Cyprus looks that conducts an effective promotion strategy compared to its competitors as it uses all the basic promotional tools which are the advertising, public relations, hospitality, exhibitions, personal selling and promotion of sales with a great exception the technique of movie advertisement. Cyprus must use that promotional tool in because is very effective way to promote the destination and have increased and long-term visitation (Morrison, 2002; Beeton, 2005). Also the competitiveness of the destination is endangered by the movie advertisements of the competitor countries like Turkey and Portugal which are promoting their destinations with that method.

In the image creation of Cyprus is not well known to abroad even to European citizens the country is still unknown or in the most cases have wrong image in their minds. Although that, the CTO organized the promotion activities in such a way as to promote the island and reposition the image in the markets as a destination that offers a variety of tourism products especially resources for agro tourism, business tourism, educational tourism, etc. In that point it has to be noticed that the same planning has been adopted by the competitor countries. The promotional mix aims at increasing the awareness and finally attract in the island high quality tourism which is consisted by persons with high income level.

Table 8: Comparative Analysis among Competitor Destinations

	<u>Promotion Techniques</u>	<u>Image</u>	<u>Plans</u>	<u>Targeting groups</u>	<u>Segmentation</u>	<u>Strategy details</u>
<u>Cyprus</u>	Advertising, public relations, hospitality, exhibitions, personal selling and promotion of sales.	Cyprus is not well known to abroad with exceptions of some countries that it is very popular. Efforts for improvement.	Agro tourism, business tourism, etc.	People with high income level.	Segmentation with priorities. <u>High priority Segments:</u> Great Britain, Germany, Scandinavian Countries and Russia.	Elaboration with details.
<u>Greece</u>	Advertising (main), exhibitions, hospitality and public relations .	Economic instability, daily strikes. They try to improve it and make an attractive resort.	Introducing in new markets mainly agro tourism and conference tourism.	Tourists more than 50 years old and high income level.	Theoretically explained. Segmentation with priorities.	Missing information (segmentation of the market, details of the promotional techniques).
<u>Crete</u>	Advertising, public relations, sales promotion.	An island of Greece. <u>Desired image:</u> destination that offers diversity of experiences and recognizing Crete as an integrated destination.	Retaining of the markets and introducing.	People with high income level.	Segmentation with priorities. <u>High priority Segments:</u> Germany, Great Britain, Scandinavian Countries, France, Greece and Cyprus.	Elaboration with details.
<u>Turkey</u>	PR (main), movie, advertising, hospitality and exhibitions.	Terrorism and adverse publications for democracy and human rights. Efforts for improving.	Cultural tourism, city tourism, etc.	People with high income level.	Theoretically explained. Segmentation with priorities.	Missing information (markets, details of the techniques).
<u>Portugal</u>	Advertising, movie and tourist exhibitions.	Economic instability, efforts for improvement.	Cultural tourism, Tourism of nature and 3S.	People with high income level.	Segmentation with priorities. <u>High priority:</u> Portugal, Great Britain, Spain, Germany and France	Elaborated partly in details

Sources: (MEI, 2006; CTO, 2010; MCT, 2007; MD, 2008; GTO, 2008)

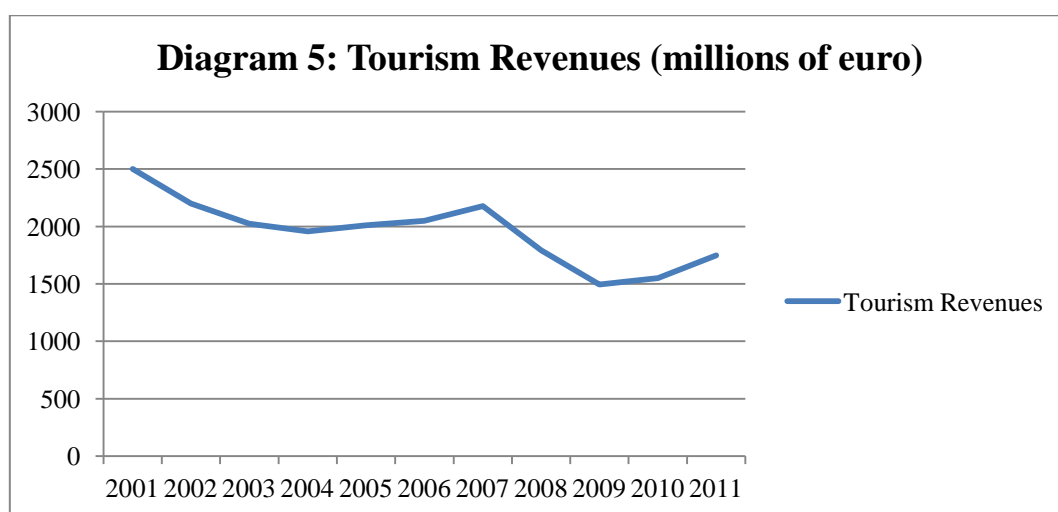
The segmentation that its objectives is to guide the promotional efforts of the DMOs in the destinations, includes several common countries like Great Britain,

Germany, France, Scandinavian countries, etc. In other words Cyprus, Crete and Portugal target in the same markets to attract potential tourists interesting for similar recourses in each of the resorts. Probably also Turkey and Greece have an interest in those markets, in their strategic plan was not included segmentation recorded nominally with the target segments so that to be included in the analysis. Namely, Greece and Turkey were drafted the in their strategic plans theoretical background about the segmentation of the tourism market. The former will have segments with priorities and the latter also with priorities but will use several types of promotional strategies, like Single Target Group Based Promotion Strategy, Intensified promotion Strategy, Total Promotion Strategy and Undifferentiated Promotion Strategy (GTO, 2008; MCT, 2007).

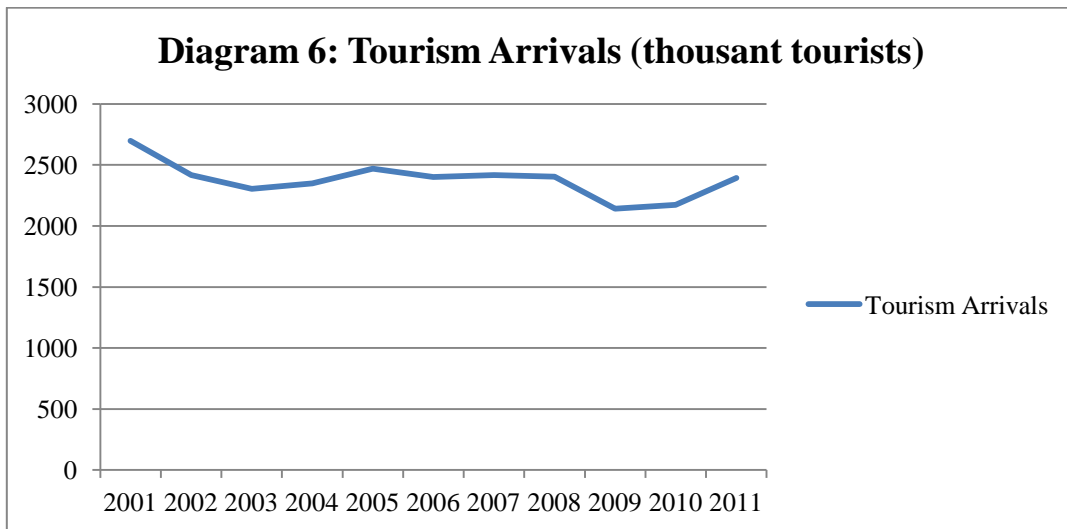
On the whole, in this study about the strategies of Cyprus and the other competitor destinations have been noticed that each of them draw strategic plans with different methodologies, content and style for implementation the actions. Regardless of that fact, all the strategies are pointed the same or similar image creation, plans, target groups and segments at where they will concentrate their promotional efforts.

6.11 Assessment of the Promotion

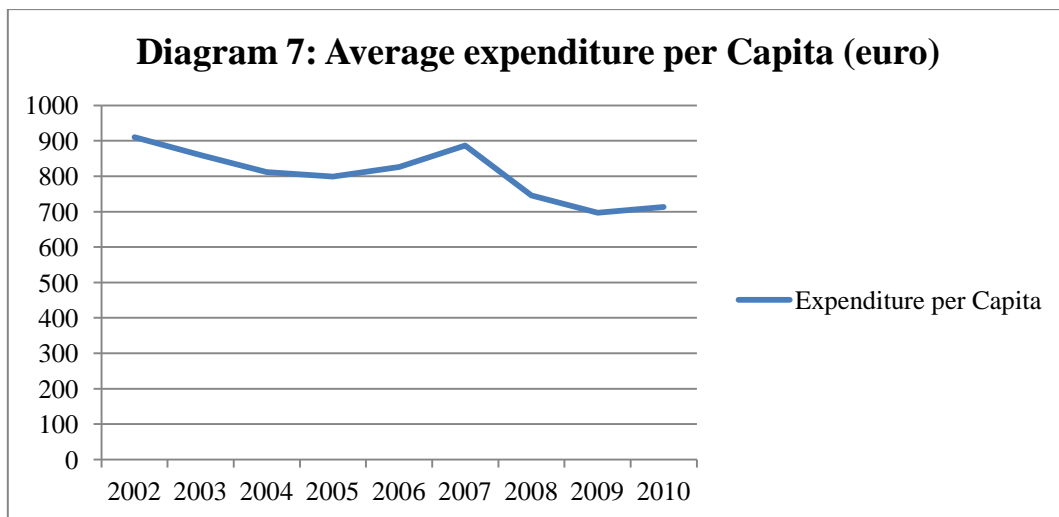
The effectiveness of the promotion can be measured by the targets like the tourist arrivals, tourism revenues, etc (CTO, 1999; Igoumenakis, 1999; Varvaresos, 2000). The following diagrams 5, 6 and 7 are showing the tourism arrivals, tourism revenues, and the average expenditure per capita.



Sources: (CTO, 2004; CTO, 2006; CYSTAT, 2011)



Sources: (CTO, 2004; CTO, 2006; CYSTAT, 2011)



Sources: (CTO, 2004; CTO, 2006; CYSTAT, 2011)

As it can be seen from the years 2001 to 2003 the tourism revenues, arrivals and average expenditure per capita are decreasing and then follows a steady increase. The decline exist because of exogenous factors like the terrorism activities in 2001, the war in Afghanistan in 2002, the war in Iraq, the syndrome SARS and also the international recession in 2003 (CTO, 2004). In the year of 2007 all the above targets noticed a sharp fall until 2009 where they start again to rise. The decline in occurs owing to the economic crisis, increasing the prices of fuels and also to the depreciation of sterling in opposition to euro that decreased the arrivals from the main market of Cyprus (CTO, 2009; CTO, 2010). From the above analysis shows that

regardless the negative events in the external environment the CTO with the promotional activities achieved a satisfactory result (Igoumenakis, 1999).

Conclusion

The CTO is aiming at the promotion of tourism products that attract alternative forms of tourism like agro tourism, cruising tourism, tourism of nature, etc. The promotional activities and resources are distributed in the targeted segments which according to the organization are classified as high priority, medium priority and low priority market segments. It framed also market segments that are emerging markets and are still in developing stage.

The promotion mix that was developed by the CTO includes several promotional tools like advertising, public relations, personal selling, sales promotion, main and tourism exhibitions and hospitality, in order to achieve its prime objective which is to upgrade the image of Cyprus in the rest of the countries. The above combination of techniques can achieve good results in promoting the destination at a low cost. In comparison with other destinations the promotion is quite rich in techniques with an exception the movie advertisement which is included in the promotion mix of Turkey and Portugal. The CTO must develop also that tool because is very effective way to promote the destination and have increased and long-term visitation (Morrison, 2002; Beeton, 2005).

Countries that are included in the high priority of the segmentation where the organization has increased funds compare to the other segments must target to the repositioning of the image. In the medium priority segments the destination must retain its appearance and to the rest of the segments where the resources are very limited have to target in better exploitation of emerging opportunities with the use of methods which cost less (Igoumenakis, 1999). The tour operators and travel intermediaries have an important role in the image creation, thus the CTO has to dedicate great efforts to direct the promotion to them, especially in markets of low priority where the organization have limited presence and resources (CTO, 2007; Beerli - Martin, 2003).

Chapter 7: SWOT Analysis

Introduction

SWOT analysis is a useful tool for marketing because with that an organization is able to determine the current situation in the market as well the challenges that lie ahead. When businesses and organizations create a strategic or marketing plan they use that analysis. The word SWOT is an acronym of the strengths, weaknesses, opportunities and threats (Kern, 2001).

The strengths are the internal positive factors in the destination and the weaknesses the negative internal factors. The opportunities are external positive factors in the environment that surrounds the destination and the DMO must use them. In opposition to opportunities, the threats are unfavorable external factors in the environment of the destination (Stapleton, 1998).

7.1 Strengths

- Diversified product: Cyprus has a diversity of products, like sea, sun and sand, long history and other tourist resources which they can be developed in order to attract special forms of tourism like the agro tourism, business tourism, cultural tourism, educational tourism, etc.
- High quality destination: The accommodation superstructure of the destination is consisted mainly by high quality hotels and hotel apartments, for that reason the destination is upgraded and is characterized as a high quality destination.
- CTO: The destination has a DMO which is the Cyprus Tourism Organization that develops strategic plans and promotes effectively the destination with the purpose to increase its competitiveness.
- Effective communication strategy: The CTO achieved an effective promotion strategy for communicating with the potential tourists, by combining many promotional tools, like advertising, public relations, personal selling, sales promotion, main and tourism exhibitions and hospitality, to increase their awareness about the resort at a low cost.
- Brand mark: In the Communication activities the CTO applied the brand marks “Love Cyprus” and ”Cyprus in your hand”, it will helps to create a

distinctive and unique image for the island, as well as differentiating the Cyprus product from those of the competitors.

- Good image in countries: Cyprus is well known to countries that are source of international tourism like Great Britain, Germany, Scandinavian countries and Russia.

7.2 Weaknesses

- Movie: The promotional activity of CTO needs to create a movie advertisement to show the destination to abroad and subsequently have an integrated promotion mix.
- Image: Although that the image is well known to some countries, in many countries even European the resort of Cyprus is not so popular, and also have the wrong image.
- Inadequate tourism resources: Regardless the diversity of product, the island needs to improve its sewer and public transportation, so that improve further the image to abroad.

7.3 Opportunities

- Developing markets: There are potential tourism markets to abroad, for instance India, Spain, Iran, etc that are interested for visiting Cyprus but some factors like economic, social and accessibility these markets are not developed enough to be the main countries of origin of the tourists visiting Cyprus.
- Trends in the market: The trends in the market fit quite well to the existing and developing tourist product of Cyprus, in a way that the CTO took measures to attract those forms of tourism in the island.
- Other forms of tourism: The diversity of experiences that Cyprus can offer, as well its short distances can be opportunity for adventure tourism, and attract people that seeking for exploring countries.

7.4 Threats

- Instability in the neighborhood: The Gulf wars in 1991 and 2003 as well the disorders in the northern part of Africa were reasons for decreasing the international tourism arrivals.

- Strong competitors: The destinations of Turkey, Portugal, etc are planning to apply a movie advertising, a tool that will increase and sustain their visitations puts in danger the destination of Cyprus.
- Loss of European destinations: In general the European destinations loss their share in the tourism market as new destinations in Asia, Africa and Middle East increase their share, for example in 1970 the European continent was attracting the 70% of the world tourism and now only the 50% (CTO, 2011) (Pavlidis, 1999).
- Economic crisis: The economic crisis and recession reduced the international tourism arrivals to the island, only the British market noted a marked decrease to the visitations in Cyprus, and many other markets in Europe.

Conclusion

To conclude it is clear to see that the island of Cyprus has many strong points as a tourist destination, at which it can use to further develop its tourism. There are also some weaknesses which are less than the strengths, but the CTO must take measures and apply some policies to improve them and increase the image of the resort. The opportunities that have been appeared in the external environment have to be taken, so that the CTO can create a competitive destination with a well established image in the new markets. The Cyprus destination has to plan to create some actions in order to compensate the threats in the environment that surrounds the destination and are obstacle for further developing.

V. CONCLUSIONS & RECOMMENDATIONS

The present work showed the island of Cyprus as tourist destination with many particularities, like for example is a country of 800 000 citizens. It is small country with short distances between the towns and villages and this makes feasible and easy sightseeing in the island, like for example from the mountains quickly someone can be found on a beach or from archeological site to the town attending a conference. Cyprus has 10 000 years of history and civilization and the last 5 000 years lives with Greek culture and language. In its general history it had many conquerors that wanted its strategic position and all of them left the destination rich in monuments.

The island started its tourism development in 1960 in the same date with declaration of the republic, in the northern part of Cyprus. In 1974 the Turkish invasion deprived from Cyprus its northern part and the main tourist resources of that time, but very soon developed the tourism sector in the southern part of the island. Since the 1974 the tourist development of the island is based to the 3S and recreation tourism which is characterized as organized and seasonal tourism and working automatically under the high dependence to the foreign tour operators. That had a consequence the excessive development in coastal zones by neglecting the whole hinterland and the short seasonal period of tourist demand for the destination (Varvaresos, 1999).

The above reasons led to the decreased competitiveness of the destination's offerings, and in 2003 the resort passed from saturation phase that it could result in decline as it was for two years. Because the CTO took measures even late, like for example the strategic plan for tourist development which provided guidance for development and modification of the tourist resources especially the accommodation services resulted to a small rejuvenation. The major target of CTO is to develop, modify and promote the destination's tourist resources with the purpose to reposition its image as a destination that offer rich and multiple tourist experiences in a short period and to create a distinctive unique image, thus to gain competitive advantage over the competitor destinations by differentiation.

In the period of that decade the CTO improved the tourism superstructure to offer high quality of services to the new alternative forms of tourism that are classified as persons with high income level (Poulakou, 1997). These types of tourism

that the CTO is interested to attract in the island are the agro tourism, business tourism, sport tourism, health tourism, cruising tourism, religious tourism, wedding tourism and education tourism. Cyprus is a destination with a series of tourist product lines and numerous resources that make the island able to attract the above form of tourism, plus satisfy their needs in a high degree.

The resources directing to fund the promotional activities distributed in the targeted segments that are classified by the organization as high priority, medium priority, low priority market segments and new developing market segments. The promotion mix that was developed by the CTO includes several promotional techniques, for instance advertising, public relations, personal selling, sales promotion, main and tourism exhibitions and hospitality, in order to achieve an effective promotion and its prime objective which is to upgrade the image of Cyprus in the rest of the countries. Compared to other destinations the promotion is quite rich in tools with an exception the movie advertisement which is included in the promotion mix of Turkey and Portugal. In contrast to the negative forces in the external environment, such as the wars in Afghanistan and Iraq, the global economic crisis, etc the CTO conducted promotional activities that resulted to satisfactory results.

The geographical size of Cyprus allows the development of the special forms of tourism, for example the business, agro tourism, etc and also some combinations of them as it is possible the quick transfers into the island. The CTO must insert together with the brand mark a slogan which it will express very shortly the combination of experiences that the tourist can receive and also something targeting in their needs (for example "From the mountain to the sea in 2 minutes"). The slogans get attention of the audience very fast and also it is reflected in their memory (Xristou, 1999).

Cyprus has a high quality resort because the CTO kept on mind to accommodation services when it drafted the previous strategies for tourism development to the dominance in the accommodation services of four and five stars hotels and hotel apartments of de lux category. The offerings of that kind of accommodation in comparison to the others kinds have the advantage, firstly for individual tourism and mass tourism hospitality, secondly the potential for adaptation in the natural and structural environment without destroying it and lastly the professionalism and quality of the offered services. The island is not integrated as a tourist destination it's still developing and the CTO must pay attention to the

structural changes of the accommodation services happening to Cyprus. Because as the destination develops are constructed more complimentary services and if the hotels does not have the dominant role to the total accommodation the image is endangered to falloff. (Pavlidis, 1999).

The CTO must create an effective promotional strategy to show the numerous diversified tourist products of Cyprus to increase the awareness of potential visitors and establish the new image in the tourist market. An effective promotion strategy is created by combining many techniques together with the purpose to keep the cost of the campaign down. Even if it's expensive to create, the organization must do a movie advertising because that tool is very effective way to promote the destination and have increased and long-term visitation (Morrison, 2002; Beeton, 2005). Also it was noticed the competitor destinations like Turkey and Portugal will create movie (MEI, 2006; MCT, 2007).

The organization can attract conference tourism by attending special exhibitions with subject the conferences or by creating prospectus with information, indicative prices, main areas and services and also it can include every element of the conference infrastructure that will improve the image and take the customers attention. Another way is the advertising through the channels of special magazines, for example these can be related to conferences and business meetings or to a particular business or scientific sectors (Kravaritis, 1992).

In the countries that are counted as the high priority of the segmentation the organization have to target to the repositioning of the image and in the medium priority segments the destination must retain its appearance. To the rest of the segments where the resources are very limited have to target in better exploitation of emerging opportunities with the use of methods which cost less. One way for cheap promotion is to target to tour operators and travel intermediaries because they have an important role in the image creation (Igoumenakis, 1999; Beerli - Martin, 2003)

The CTO on regular rate must reassess the market segments where the promotional efforts are directed, because the structure of the market, the behavior models of persons which constitute the market, as well the motives which drive them for tourism are continuously changing (Laloumis - Roupas, 1998).

To conclude when the tourist product decline is the right time for a DMO to intervene and take initiatives, like reintroducing the product into new markets with a combination of promotional tools, as well to retain loyal tourists in order to revitalize

it and protect it from negative economic, social and environmental consequences which subsequently will harm further the destination image (Buhalis, 1999). In that stage implies huge amount of funds, it is expected low demand and it is the most crucial moment of the product because in that moment it will get out of the market or go further.

References

- 1) **Anderson. 2000.** Destination Management. [book auth.] Jafari. *Encyclopedia of Tourism*. New York : Routledge, 2000.
- 2) **Andriotis. Undated.** *The tourism life cycle: An overview of the Cretan case*. Athens : Hellenic Open University, Undated.
- 3) **army.gr. 2009.** Treaty for Declaration of the Republic of Cyprus. *Hellenic Army General Staff Web site*. [Online] 2009. [Cited: 6 12, 2011.]
http://www.army.gr/default.php?pname=SIMFONIA_EGKATHIDRISHS_KYPROY&la=1.
- 4) **arxaiologia.gr. Undated.** Ottoman Period. *Arxaiology and Arts Web site*. [Online] Undated. [Cited: 6 12, 2011.]
<http://www.arxaiologia.gr/site/content.php?artid=703>.
- 5) **athena.pi.ac.cy. Undated.** British Period. *Cyprus Pedagogical Institute Web site*. [Online] Undated. [Cited: 6 12, 2011.] athena.pi.ac.cy/cyprushistory.doc.
- 6) **Bains, Fill, Page. 2008.** *Marketing*. New York : Oxford University, 2008.
- 7) **Baker. 2007.** *Destination Branding for Small Cities - The Essentials for Successful Place Branding*. Oregon : Creative Leap Books, 2007.
- 8) **Baloglu, Mangalolu. 1999.** *Tourism destination images of Turkey, Egypt, Greece, and Italy as perceived by US-based tour operators and travel agents*. Las Vegas : Elsevier, 1999.
- 9) **Beerli, Martin. 2003.** *Tourists' characteristics and the perceived image of tourist destinations: a quantitative analysis - a case study of Lanzarote, Spain*. La Palmas : Elsevier, 2003.
- 10) **Beeton, Sue. 2005.** *Aspects of Tourism*. Clevedon : Cromwell Press, 2005.
- 11) **Buhalis. 1999.** *Marketing the competitive destination of the future*. London : Pergamon, 1999.
- 12) **Cant, Strydom, Jooste, du Plessis. 2006.** *Marketing Management*. Cape Town : Juta & Co Ltd, 2006.
- 13) **CBEBS. 2008.** University study. *Central Body of Equitable Burden Sharing*. [Online] CBEBS, 2008. [Cited: 3 3, 2012.]
http://www.kentrikosforeas.org.cy/meleti_panepistimiou.php.
- 14) **CCCI. Undated.** Cyprus Chamber of Commerce and Industry. *CCCI Web site*. [Online] Undated. [Cited: 7 7, 2011.]
http://194.42.134.254/about_3d.shtm.
- 15) **CHA. 2009.** *Annual Report 2008*. Nicosia : Cyprus Hotel Association , 2009.

- 16) —. **2010.** *Annual Report 2009.* Nicosia : Cyprus Hotel Association, 2010.
- 17) —. **2011.** *Annual Report 2010.* Nicosia : Cyprus Hotel Association, 2011.
- 18) **CHSPB. 2009.** CYPRUS TOURISM ORGANISATION. *Cyprus Health Service Promotion Board* . [Online] Cyprus Health Service Promotion Board , 2009. [Cited: 3 24, 2012.]
[http://www.cyhealthservices.com/readarticle.php?aid=13.](http://www.cyhealthservices.com/readarticle.php?aid=13)
- 19) **churchofcyprus.org.cy. Undated.** Roman Period. *Church of Cyprus Web site*. [Online] Undated. [Cited: 6 5, 2011.]
[http://www.churchofcyprus.org.cy/print.php?type=article&id=117.](http://www.churchofcyprus.org.cy/print.php?type=article&id=117)
- 20) **CIA. 2011.** Central Intelligence Agency. *CIA Web site*. [Online] 2011. [Cited: 7 7, 2011.] <https://www.cia.gov/library/publications/the-world-factbook/geos/cy.html>.
- 21) **cisionwire.com. 2011.** Cyprus in your Heart. *cisionwire.com*. [Online] cisionwire.com, 2011. [Cited: 3 24, 2012.]
[http://www.cisionwire.com/kallaway/i/cyprus-in-your-heart,c120554.](http://www.cisionwire.com/kallaway/i/cyprus-in-your-heart,c120554)
- 22) **CTO. 2005.** *10000 Years of history and civilization.* Nicosia : Cyprus Tourism Organisation, 2005.
- 23) —. **2002.** *10000 Years of History and Civilization.* Nicosia : Cyprus Tourism Organisation , 2002.
- 24) —. **2011.** Accommodation Industry Capacity. *Cyprus Tourism Organisation Website*. [Online] 12 31, 2011. [Cited: 3 7, 2012.]
[http://visitcyprus.biz/wps/portal/b2b/!ut/p/c5/04_SB8K8xLLM9MSSzPy8xBz9CP0os3hXN0fHYE8TIwML42BnAyM_X9NgQx9fIwNfU6B8JLK8n7mTgZFIkKFxkLmHkX-oASW6XY0J6A4HudYs3gAHcDSAyONzHT55kP145C3M0fW7exsYGxi5BZs5-ga6GBkYmOI3399M388jPzdVvyA3NMIg0zMzIF1REQDief9s/dl3/d3/L2dJ.](http://visitcyprus.biz/wps/portal/b2b/!ut/p/c5/04_SB8K8xLLM9MSSzPy8xBz9CP0os3hXN0fHYE8TIwML42BnAyM_X9NgQx9fIwNfU6B8JLK8n7mTgZFIkKFxkLmHkX-oASW6XY0J6A4HudYs3gAHcDSAyONzHT55kP145C3M0fW7exsYGxi5BZs5-ga6GBkYmOI3399M388jPzdVvyA3NMIg0zMzIF1REQDief9s/dl3/d3/L2dJ)
- 25) —. **2003.** *Annual Report 2002.* Nicosia : Cyprus Tourist Organization, 2003.
- 26) —. **2004.** *Annual Report 2003.* Nicosia : Cyprus Tourism Organisation, 2004.
- 27) —. **2005.** *Annual Report 2004.* Nicosia : Cyprus Tourism Organisation, 2005.
- 28) —. **2006.** *Annual Report 2005.* Nicosia : Cyprus Tourism Organization, 2006.
- 29) —. **2007.** *Annual Report 2006.* Nicosia : Cyprus Tourist Organisation, 2007.
- 30) —. **2008.** *Annual Report 2007.* Nicosia : Cyprus Tourism Organization, 2008.
- 31) —. **2009.** *Annual Report 2008.* Nicosia : Cyprus Tourism Organisation, 2009.

- 32) —. **2010.** *Annual Report 2009.* Nicosia : Cyprus Tourism Organization, 2010.
- 33) —. **2011.** *Annual Report 2010.* Nicosia : Cyprus Tourism Organisation, 2011.
- 34) —. **1998.** *Arrivals of Tourists by Country of Origin, Major Countries.* Nicosia : Cyprus Tourism Organization, 1998.
- 35) —. **2001.** *Beds in Operation.* Nicosia : Cyprus Tourism Organisation, 2001.
- 36) —. **2003.** *Cycling Paths.* Nicosia : Cyprus Tourism Organisation, 2003.
- 37) —. **2010.** *Cyprus for Families.* Nicosia : Cyprus Tourism Organization, 2010.
- 38) —. **2010.** *Cyprus Tourism in Figures.* Nicosia : Cyprus Tourism Organization, 2010.
- 39) —. **Undated.** Cyprus Tourism Organization. *Cyprus Tourism Organization website.* [Online] Undated. [Cited: 3 1, 2012.]
http://visitycyprus.biz/wps/portal/b2b!/ut/p/c5/04_SB8K8xLLM9MSSzPy8xBz9CP0os3hXN0fHYE8TIwMLP3MnAyPLIEPjIHMPi_9QQ6B8JG55V2MCusNB9pnFG-AAjgYQeZwmGOGXB9mPR97C3EDfzyM_N1U_ODVPvyA3wiDTU9cRAA2OGyY!/dl3/d3/L0IHSkovd0RNQU5rQUVnQSEhL1ICZncvZWw!/?changeLang=el.
- 40) —. **1990.** *Revenue from Tourism.* Nicosia : Cyprus Tourism Organization, 1990.
- 41) —. **1999.** *Strategic Plan for Tourism 2000 - 2010.* Nicosia : Cyprus Tourism Organisation, 1999.
- 42) —. **2002.** *Strategic Plan of Tourism Development 2003 - 2010.* Nicosia : Cyprus Tourism Organisation, 2002.
- 43) —. **2010.** *Strategy of Tourism 2011 - 2015.* Nicosia : Cyprus Tourism Organisation, 2010.
- 44) —. **1992.** *Tourism Centres and Bed Capacity 31.12.92.* Nicosia : Cyprus Tourism Organization, 1992.
- 45) —. **1984.** *Tourism Centres and Bed Capacity, Jan.1984.* Nicosia : Cyprus Tourism Organization, 1984.
- 46) **CYCLO. Undated.** Cyprus. *CYCLO Website.* [Online] Undated. [Cited: 3 7, 2012.] <http://www.cyclingcities.eu/partners.php?idp=9>.
- 47) **cypnet.co.uk. Undated.** The Venetian Period in Cyprus. *North Cyprus Web site.* [Online] Undated. [Cited: 6 7, 2011.]
<http://www.cypnet.co.uk/ncyprus/history/venetian/index.html>.

- 48) **CYSTAT. 2011.** Services - Tourism. *Statistical Service of Cyprus*. [Online] 2011. [Cited: 3 18, 2012.]
http://www.mof.gov.cy/mof/cystat/statistics.nsf/services_71main_gr/services_71main_gr?OpenForm&sub=1&sel=2.
- 49) **CYTA. 2006.** *Cyprus visitor's guide Edition 2006*. Nicosia : Cyprus Telecommunication Authority, 2006.
- 50) —. **2007.** *Cyprus visitor's guide Edition 2007*. Nicosia : Cyprus Telecommunications Authority, 2007.
- 51) **eko.com.cy.** EKO. *EKO web site*. [Online] [Cited: 6 12, 2011.]
<http://www.eko.com.cy/Text.aspx?menuitemid=91&lan=1>.
- 52) **EOC. Undated.** Cyprus Tourism Organization (CTO). *European Office Cyprus Website*. [Online] European Office Cyprus, Undated. [Cited: 3 1, 2012.] <http://www.eoc.org.cy/index.php?id=431>.
- 53) **euc.ac.cy. Undated.** European University of Cyprus. *EUC Web site*. [Online] Undated. [Cited: 7 7, 2011.]
<http://www.euc.ac.cy/easyconsole.cfm/id/474/lang/el>.
- 54) **euro.cy. 2009.** Timetable for Introduction of the Euro. *National Website for the Euro*. [Online] 2009. [Cited: 6 12, 2011.]
http://www.euro.cy/euro/euro.nsf/dmlplan2_gr/dmlplan2_gr?OpenDocument.
- 55) **famagusta.org.cy. 2010.** Famagusta Municipality. *Famagusta Municipality Web site*. [Online] 2010. [Cited: 7 7, 2011.]
<http://www.famagusta.org.cy/default.asp?id=264>.
- 56) **FCCL. Undated.** Famagusta Chamber of Commerce and Industry. *FCCI Website*. [Online] Undated. [Cited: 7 7, 2011.]
<http://www.fcci.org.cy/economy.html>.
- 57) **geonames.org. Undated.** Geonames. *Geonames Website*. [Online] Undated. [Cited: 7 7, 2011.] <http://www.geonames.org/CY/administrative-division-cyprus.html>.
- 58) **GTO. 2008.** *Research for Tourism Development of Crete*. Athens : Greek Tourism Organization, 2008.
- 59) **hellenica.de. Undated.** Hellenica. *Hellenica Website*. [Online] Undated. [Cited: 7 7, 2011.]
<http://www.hellenica.de/Griechenland/Zypern/GR/EparcheiaAmmochostou.html>.
- 60) **Holloway. 2004.** *Marketing for Tourism - 4rth Edition*. Essex : Pearson, 2004.

- 61) **HTEI. Undated.** Highest Technological Educational Institute of Thessaloniki. *HTEI Thessaloniki Web site*. [Online] Undated. [Cited: 8 14, 2011.] http://eureka.lib.teithe.gr:8080/bitstream/handle/10184/278/chapter_01.pdf?sequence=6.
- 62) **Igoumenakis. 1999.** *Tourism Marketing*. Athens : Interbooks, 1999.
- 63) **Kern. 2001.** *Sure-Fire Direct Response Marketing: Generating Business-to-Bussines Sales Leads for Bottom-Line Success*. New York : McGraw-Hill, 2001.
- 64) **Knowles, Diamantis, El - Mourhabi. 2004.** *The Globalization of Tourism and Hospitality, 2nd Edition*. London : Thomson, 2004.
- 65) **Kravaritis. 1992.** *Conferences, Incentives, Exhibitions - Business Tourism - Organising Conferences in the Hotels*. Athens : Interbooks, 1992.
- 66) **kypriwnerga.com. 2010.** Church of Saint Sotires in Palaichori. *kypriwnerga.com*. [Online] kypriwnerga.com, 2010. [Cited: 3 24, 2012.] <http://www.kypriwnerga.com/site-museum-25-gr.php>.
- 67) **Laloumis, Roupas. 1998.** *Tourism Business Management*. Athens : Stamoulis, 1998.
- 68) **larnaka.com. Undated.** Larnaca Municipality. *Larnaca Municipality Web site*. [Online] Undated. [Cited: 7 7, 2011.] http://www.larnaka.com/files/4000_Xronia.pdf.
- 69) **lastoffertravel.gr. Undated.** Cyprus. *lastoffertravel.gr*. [Online] lastoffertravel.gr, Undated. [Cited: 3 24, 2012.] http://www.lastoffertravel.gr/district.php?lang=_en&district_id=16.
- 70) **LCCI. Undated.** Limassol Chamber of Commerce & Industry. *LCCI web site*. [Online] Undated. [Cited: 7 7, 2011.] http://www.limassolchamber.eu/index.php?show=about_limassol&lcci=4bhc853m0ifado3a3ldg3h7aa7&langco=Gr&lang=En.
- 71) **limassolmunicipal.com.cy. Undated.** Limassol Municipality. *Limassol Municipality*. [Online] Undated. [Cited: 7 7, 2011.] <http://www.limassolmunicipal.com.cy/history/greek/index.html>.
- 72) **Loveday. 2003.** *Tourism Management in Southern Africa*. Cape Town : Pearson Education, 2003.
- 73) **Mantas. Undated.** *Marketing Theory - Product Life Cycle*. Athens : Arnos, Undated.
- 74) **MCT. 2007.** *Tourism Strategy of Turkey - 2023*. Ankara : Ministry of Culture and Tourism - Republic of Turkey, 2007.

- 75) **MD. 2008.** *Strategic Plan for Development of Greek Tourism.* Athens : Ministry of Development - Hellenic Republic, 2008.
- 76) **MEI. 2006.** *National Strategic Plan for Tourism - Fostering the Development of Tourism in Portugal.* Lisbon : Turismo de Portugal, 2006.
- 77) **Metaxa. 2009.** *Strategic Plan for Sustainable Tourism Development in Cyprus.* Nicosia : Cyprus Tourism Organization, 2009.
- 78) **mfa.gov.cy. 2011.** Ministry of Foreign Affairs of the Republic of Cyprus. *MFA website.* [Online] 2011. [Cited: 7 7, 2011.] http://www.mfa.gov.cy/mfa/highcom/highcom_newdelhi.nsf/DMLcy_gr/DMLcy_gr?OpenDocument.
- 79) **Middleton, Clarke. 2001.** *Marketing in Travel and Tourism.* Oxford : Butterworth - Heinemann,, 2001.
- 80) **Moilanen, Rainisto. 2009.** *How to Brand Nations, Cities, and Destinations - A Planning Book for Place Branding.* New York : Palgrave Macmillan, 2009.
- 81) **Morrison. 2002.** *Hospitality and Travel Marketing, 3rd Edition.* Ohio : Cengage, 2002.
- 82) **NCCI. Undated.** Nicosia Chamber of Commerce and Industry. *NCCI Web site.* [Online] Undated. [Cited: 7 7, 2011.] <http://www.ncci.org.cy/main/15,0,0,0-ABOUT-NICOSIA.aspx>.
- 83) **nicosia.org.cy. Undated.** Nicosia Municipality. *Nicosia Municipality Web site.* [Online] Undated. [Cited: 7 7, 2011.] <http://www.nicosia.org.cy/english/greekhome.shtm>.
- 84) **Pantelidou, Chatzikosti. 2006.** *History of Cyprus - Byzantine Period.* Nicosia : Ministry of Education and Culture - Administration of Secondary Education, 2006.
- 85) **Pasiardes. 1998.** *The Competitiveness of Cyprus Tourism Product.* Nicosia : University of Cyprus, 1998.
- 86) **Pavlidis. 1999.** *Hotel Marketing.* Athens : Kalamas, 1999.
- 87) **PCCI. Undated.** Cyprus. *Paphos Chamber of Commerce and Industry web site.* [Online] Undated. [Cited: 7 7, 2011.] http://www.pcci.org.cy/kypros_and_pafos.aspx.
- 88) **phylaxisdevelopments.com. Undated.** History of Cyprus. *Phylaxis Developments Web site.* [Online] Undated. [Cited: 6 12, 2011.] <http://www.phylaxisdevelopments.com/Gr/cyprus-history.asp>.
- 89) **PIO. 2007.** *About Cyprus.* Nicosia : Press & Information Office - Republic of Cyprus, 2007.

- 90) **Poulakou. 1997.** *Tourism Laws*. Athens : Ant. N. Sakkoula, 1997.
- 91) **Pride, Ferrell. 2006.** *Marketing*. Boston : Houghton Mifflin Company, 2006.
- 92) **Pride, Hughes, Kapoor. 2008.** *Foundations of Business*. Ohio : Cengage Learning, 2008.
- 93) **realholidayreports.com. 2012.** Golden Bay Beach Hotel. - 5 Star .
realholidayreports.com. [Online] realholidayreports.com, 2012. [Cited: 3 24, 2012.]
http://www.realholidayreports.com/hotel_list/Golden_Bay_Beach_Hotel._-_5_Star_Larnaca.html.
- 94) **Smith, Macleod, Robertson. 2000.** *Key Concepts in Tourist Studies*. London : Sage, 2000. 978-1-4129-2104-6.
- 95) **Sotiriades. 2002.** *Travel Agencies Incoming & Outgoing - Administration, Finance & Product Design*. Athens : Propompos, 2002.
- 96) **Stapleton. 1998.** *How to Prepare a Marketing Plan - A guide to Researching the Consumer Market - Fifth Edition*. Hampshire : Gower Publishing, 1998.
- 97) **summerandholiday.com.** Top Greatest Beaches of Cyprus.
summerandholiday.com. [Online] summerandholiday.com. [Cited: 3 24, 2012.] <http://www.summerandholiday.com/top-greatest-beaches-of-cyprus.html>.
- 98) **theodora.com. 2010.** Palaichori village. *theodora.com*. [Online] theodora.com, 2010. [Cited: 3 24, 2012.]
http://www.theodora.com/wfb/photos/cyprus/cyprus_photos_52.html.
- 99) **Thomas. 2007.** *Market Segmentation*. Arlington : Decision Analyst, 2007.
- 100) **travelpod.com. 2012.** Lefkaritiko - Creation. *travelpod.com*. [Online] travelpod.com, 2012. [Cited: 3 24, 2012.] <http://blog.travelpod.com/travel-photo/greekcypriot/7/1290635893/lefkaritiko--creation-of-mrs-ritsa-in-tochni.jpg/tpod.html>.
- 101) **Tsartas. 1996.** *Tourists, Travel, Places. Sociological Approaches to Tourism*. Athens : Exantas, 1996.
- 102) **Tsartas, Kokkossis &. 1999.** *Development and Environment in Tourism*. Patra : HOU, 1999.
- 103) **TTC. 2006.** *Regional Tourism Strategy & Action Plans for the Free Famagusta Area*. Dublin : T.T.C. Northern Ireland Enterprise House, 2006.

- 104) **UOI. Undated.** University of Western Greece. *University of Western Greece site*. [Online] Undated. [Cited: 8 14, 2011.] <http://www.culture.uoi.gr/proswpiko/aleontitzis/Marketing.pdf>.
- 105) **Varvaresos. 2000.** *Tourism - Economic Approaches*. Athens : Propompos, 2000.
- 106) —. **2000.** *Tourism. concepts, sizes, structures. The Greek reality*. Athens : Propompos, 2000.
- 107) —. **1999.** *Tourist Development & Administrative Decentralization*. Athens : Propompos, 1999.
- 108) **Velissariou, Karachontzitis, Komninaki. 2000.** *Introduction to Management in Tourism and Travel Services*. Patra : HOU, 2000.
- 109) **Vitouladiti. 2000.** *Handbook for the Study Book "Marketing in Travel and Tourism"*. Patra : HOU, 2000.
- 110) **web-greece.gr. Undated.** History. *Web-Greece.gr Website*. [Online] Undated. [Cited: 6 7, 2011.] http://www.web-greece.gr/cyprus_istoriki.htm.
- 111) **Xristou. 1999.** *Tourism Market Research*. Athens : Interbooks, 1999.
- 112) **yourcyprusportal.com. 2004.** Three Hundred Years of French Rule. *Your cyprus portal Web site*. [Online] 2004. [Cited: 6 7, 2011.] <http://www.yourcyprusportal.com/cyprus-general-info-history-three-hundred-years-of-french-rule.php>.

Appendices

Appendix 1

Table 6: Product Line Mix of Cyprus

<u>Primary Inputs (Resources)</u>	<u>Intermediate Inputs (Infrastructure / Superstructure)</u>	<u>Intermediate Outputs (Supporting Services)</u>	<u>Final Outputs (Activities/ Experiences)</u>
Line I: Tourist Infrastructure and Superstructure			
<p><u>Winter:</u> Mild Temperature. <u>Summer:</u> Hot Temperature, Broad Length of Summer Season. Sea, Sun, Sand, <u>Mountains:</u> Altitude 1955m. <u>Animals:</u> Agrino and water snakes, Protected Areas, relative small distances</p> <p>Archaeological Sites, Castles, Fortresses, Byzantine Churches and Monasteries, Museums, Traditions, Traditional Settlements, Festivals</p> <p>European Subsidies, Share of Government Budget</p>	<p><u>Hotels</u> 1, 2, 3, 4 and 5 Stars. <u>Hotel Apartments:</u> Categories De Lux, A, B and C.</p> <p><u>Traditional Buildings:</u> Hotels, Hotel Apartments. Tourist Villas, Tourist Apartments, Furnished Apartments, Hotels Without Stars, Guesthouses, Camping Sites</p>	<p><u>Super Markets, Mini Markets, Convenience Stores:</u> some for 24h. Souvenir Shops</p>	<p>Entertainment, Leisure and Relaxation</p> <p>Experiences in the local environment: Hospitality, Local Gastronomy</p> <p>Participation in activities and hobbies</p>
Line II: Tourist Attraction			
<p>Energy, Water, Desalination Plants for Water, Telecommunications, Inadequate Sewer, Airports, Marines</p> <p>High Income level Country, Political and Economic Stability, Centers for Tourist Training, Image: Sea, Sun, Sand, Plan for Tourist development</p>	<p>Parks, Zoo, Farms, Environmental Centers, Mountain Resorts, Playgrounds, Luna Parks, Bowling, Paintball, Sports, Water Parks, Go Karts, Ocean Aquarium, Golf Fields, Stadiums</p> <p>Conference Centers, Exhibition Areas and Rooms, Cultural and Religious Resources, Spa Hotels, Chapels in Hotels and everything accessible</p>	<p>Guides and Animation Services</p> <p>Thermal Treatments, Thalassotherapy, Aromatherapy, Hydrotherapy</p>	<p>Business tourism, Sport tourism, Cruising tourism and Religious tourism</p> <p>Health tourism, Cultural tourism, Wedding tourism and Education tourism</p>
Line III: Transfer and Tours			
<p><u>Agricultural Products:</u> Banana, Grapes, citrus trees etc. <u>Dairy Products:</u> Halloumi, Anari, Fetta. <u>Crafts:</u> Handicraft. <u>Crafts to Extinction:</u> Chairs, Jars, Textiles</p>	<p>Modern High Ways, Roads, Cycle Zones, Pedestrian Zones, Squares, Inadequate Public Transportation</p>	<p>Car, Bicycle, Motorcycle and Boats Renting Services</p> <p>Information and Reception Centers</p>	<p>Experiences of tourist transport, customer service quality</p>

Sources: (Varvaresos, 1999; CTO, 2007; CTO, 2009; CYTA, 2006; CYTA, 2007; CTO, 2010)

Appendix 2



1. Beach in Protaras area, Famagusta
(summerandholidays.com).



4. Byzantine church of Saint Sotires in Palaichori,
Nicosia (kypriwnergia.com).



2. Pool bar of Golden Bay Beach Hotel, Larnaca
(reaholidayreports.com).



5. Traditional textile "lefkaritiko" in Lefkara village,
Larnaca district (blog.travelpod.com).



3. Palaichori village, Nicosia district.
(theodora.com).



6. Cyprus International Conference Center, Nicosia
(lastoffertravel.gr).

Appendix 3



1. Brand mark "Love Cyprus", applied in the years 2006 -2010 (CHSPB, 2009).



2. Current brand mark "Cyprus in your heart", since 2011(cisionwire.com).