COVID-19 impact on tourism: Measuring similarities and differences on tourists and tourism businesses' perceptions

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ABSTRACT

The purpose of this study is to investigate the similarities and differences between tourists and tourism professionals in Greece in relation to: (a) the impact of the pandemic to tourism, (b) the attitude towards global and national measures, and (c) the behavior of tourists in the next phases of the pandemic and post-pandemic times. A research framework was constructed and tested in two waves, during and after lockdown in Greece. Results highlight that the views of tourism businesses and tourists largely converge, following a more pessimistic or a more realistic approach as time goes by and the pandemic continues.

1. INTRODUCTION

In the course of the last decade, several emergency situations have occurred in tourist destinations which were either natural or artificial, including terrorist attacks, emergency incidents regarding health, such as MERS-CoV and SARS, and calamities relating to natural environment, such as hurricane, earthquake, and volcanic eruption. However, it has been proven that the tourism industry has surmounted such difficult situations, which insinuates that tourism possesses exceptional endurance (Tejan & Safaa, 2018); nevertheless, the crisis that has currently occurred in the world is uncommon and quite novel. Notably, the risk is not limited to one place; it is actually a global crisis, which indicates that all tourist destinations face difficulties from it. According to UNWTO, a 20 to 30% decrease will be the outcome of the current crisis in relation to the international arrivals in 2020, which means that $300 to 450 billion will be lost as regards the international tourism revenue.

Tourism is a fundamental sector for the Greek economy which can drive significant economic growth (OECD, 2020). Greek tourism contributed directly to the country's economy with 23.4 billion euros which meant an increase of10.9% and an addition of 2.3

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billion euros compared to 2018.In particular, the direct contribution of the sector corresponds to 12.5% of GDP and the total has increased from 27.5% to 33.1% (INSETE, 2019). In 2020, Greek tourism experienced a strong blow due to the international spread of COVID-19. It suffered its worst tourism season in decades in 2020, which meant a decrease from a record 33 million visitors to just 7 million tourists. Also, in terms of the revenue, a tremendous downward trend was observed, namely from 18 billion euros to 4 billion euros compared to 2019. Since then and despite the ongoing pandemic situation, Greece reopened for travellers while all countries were imposing travel bans, causing therefore Greece's GDP to rebound significantly in the second half of the year. Specifically, Greece is among the European countries that has received a large number of international travellers during 2021, while the travel and tourism industry in Greece has generated over €10 billion (SchengenVisaInfo.com, 2021).

This article is measuring similarities and differences on tourists and tourism businesses' perceptions about COVID-19 impact on greek tourism.

1.1. Health crisis and tourism behavior

Safety of any kind (e.g., from natural disasters, economic crises, health crises and epidemics) is of vital importance to tourism. The outbreak of epidemics like SARS, MERS, Ebola, and now the COVID-19 pandemic, impacts not only the health of people but also the health travel behavior, among others. Following each crisis, emotions like fear and stress are increased (Bodosca, Gheorghe, & Nistoreanu, 2014) because tourists are very susceptible to crises. Tourist behavior constitutes the combination of interactions between internal elements, such as motivation and attitudes, among others, and external elements like economic environment and security, among others (Andrades, Dimanche, & Ilkevich, 2015). The prevailing view of the authors is that tourism demeanor is the outcome of stimuli which tourists process and which are assessed based on individual preferences and intrinsic characteristics. Moreover, perceptions and decisions are influenced and therefore changed by external factors. Regarding the present research, only the external variable that is concerned with the health risks incurred by COVID-19 is considered for the new tourism behavior. Notably, safety is a very significant factor for travelers (Maslow, 1943).

Accordingly, the consumer expects that several inconveniences will result from the selection of goods; therefore, the consumption procedure will encompass the development of a strategy with the aim to opt for a low-risk choice. In fact, in the process of decision making in tourism it is of great value to perceive the risk (Sönmez & Graefe, 1998; Floyd, Gibson, Pennington-Gray, & Thapa, 2004). Tourists can be enticed to visit a destination under the circumstances that they are provided with a secure place where they feel safe throughout their stay (Yousaf, Amin, & Santos, 2018). As far as decision making is concerned, consumers discern the risks that result from the purchase of a product. The ability to discern the risk influences consumer behavior, which alternately affects the selection of purchase. Five significant risk parameters are identified in the literature regarding tourism, which are the following: 1) war and political instability, 2) terrorist attacks, 3) crime, 4) natural disasters and 5) health concerns. Confronted with the perception of an external risk, new consumer practices are adopted by the tourist. This fact has been highlighted in many circumstances: more travel cancellations (Huang & Min, 2002), more car trips (Fall & Massey, 2005), avoiding profound contact with people and preferring activities outside (Wen, Huimin, & Kavanaugh, 2005), more last-minute reservations (Hystad & Keller, 2008) and more concern for hygiene, more attention to ecotourism (Higgins-Desbiolles, 2020).

By reviewing the tourism research literature on epidemics in the past, valuable insights can be drawn about the impact of previous epidemics on travel behavior and patterns. For example, a study of the impact of the SARS crisis in China and the possible new opportunities that arose from this crisis (Zeng, et al., 2005) showed that tourism in large cities returned to the normal at a slower pace than tourism in natural areas. The SARS crisis has created an opportunity to change tourism development. Incentives have been given for travel to natural areas, and natural landscapes are likely to become the target destinations that will change the motivation for travel. With proper marketing, rural areas could be expanded. Another study that was conducted on the effects of past SARS experience and proximity on declines in numbers of travelers to the Republic of Korea during the 2015 MERS outbreak (Joo et al., 2019) indicated that countries that have largely experienced the SARS epidemic as well as countries closer to Korea presented the largest rate of decline in travel flows to Korea.

1.2. Covid-19 and tourism

The studies that have been conducted in the last months with the aim to research the effect of the COVID-19 pandemic to tourism vary, which investigate different aspects of this association since it constitutes an issue that has concerned to a great extent almost all countries globally. A common element of all studies that have been carried out is the acceptance of the excessive negative effect that the pandemic has on tourism. Aside from the worry and the increase of the understandable risk as regards tourists, the obligatory measures that the countries needed to implement to restrict the pandemic have played another important role in this negative effect. Such measures involved closing of countries' borders, cancellation of conferences and cultural events, termination of flights, closing of museums and tourist attractions or even general lockdown (Gössling et al., 2020).

The anticipated economic repercussions to tourism which had been forecasted in the beginning of the pandemic were corroborated. These repercussions have been perceivable and have influenced all the countries that faced the pandemic, regardless of income (Korinth & Ranasinghe, 2020). The most profound repercussions are the decrease of air traffic, the rapid decrease of accommodation occupancy of countries, the suspension of personnel, and, in many cases, the bankruptcy of companies in this sector (Gössling et al., 2020).

However, negative repercussions had not only been detected as regards the travel ban, but also in the periods of the pandemic where countries had not yet closed their borders, researching the issue on the opposite side. This case is studied by Farzanegan et al. (2020) who found a positive correlation between a country's international tourist revenue and the reported COVID-19 cases and deaths. Based on this correlation, the bodies responsible for policy-making should not disregard the detrimental repercussions of inbound and outbound tourism as regards the pandemic. It is of outmost importance to carry out more controls and to establish stricter rules for hygiene and security in travels. Such a strategy is also exceptionally important in countries that have a lower number of COVID-19 cases, where stricter hygiene rules should be implemented for travelers. Also, according to the findings of the research, the closing of borders constitutes for a country an effective measure to restrict the pandemic. Consequently, it is essential to surveil the borders of the country since it is also necessary for the tourism industry to design a strategic plan to combat the pandemic.

Following the study of Farzanegan et al. (2020) on the correlation between COVID-19 cases and deaths in a country and its inbound tourism, the research of Qiu et al. (2020) could be taken into account, as well. Their research was concerned with the citizens of three cities in China with the basic question of whether they are willing to pay a certain amount of money in order to reduce the risk for public health due to COVID-19 from inbound tourism. The findings of the research indicated that younger people were willing to pay more money so that the risk would be reduced. It is speculated that this is owed to the fact that younger people have an easier access to the web which resulted in them getting informed about the recent news as regards the pandemic.

Aside from the consequences of the COVID-19 pandemic which are already given, it is important to direct the attention to the future and to the recovery of tourism. Towards this direction, the studies that have been conducted on the effect of the pandemic on tourists' behavior for future travels are important. As it is already known by older studies (Reisinger & Mavondo, 2006), the increased perceivable risk of individuals has a negative correlation with their intention to travel in the future. Matiza (2020) comes to the same conclusion, by referring to the fact that the increased perceivable risk for COVID-19 can continue to influence negatively the short-term and long-term growth of tourism even after the end of the pandemic since it is possible that the high perceivable risk for the global tourism could continue to exist. Moreover, according to the research of Chebli & Said (2020) regarding the influence of COVID-19 on tourists' behavior, the preference to choose a destination close to their place of residence does not consist an important criterion for their next travel. From this finding, the conclusion can be drawn that long-distance travels will happen again after the end of the pandemic. In contrast, more importance seems to be given by travelers towards choosing a less known place with fewer tourists, the avoidance of group travels such as by bus, cruises, etc., the hygiene specifications of the destination, their update for the health system of the destination and the attentive choice of travel insurance. According to the same research, it seems that tourists are positive to not stop travelling, being, however, more anxious and cautious. Consequently, in order to encourage tourists to travel again, tourism companies need to enhance the hygiene and security measures. As regards the preference of tourists for less known places, such intention can align with the development of tourism sustainability, by creating new tourism models, putting aside the model of mass tourism that dominates in the last years. This tendency of individuals is also apparent from studies that have been carried out for past crises, like SARS. Then, just like now, the opportunity to modify the tourism development was recognized since incentives were given for travels to places with natural landscape which constitute the target destinations, changing, thus, the travel incentive (Zeng et al., 2005). Therefore, tourism companies should adjust their products and services based on the new needs and interests of tourists, focusing on sustainable solutions. This means that, from now on, the main point of reference should be a balance between economy, society and environment (Romagosa, 2020).

The conversation about redefining tourism has gathered a great amount of interest in studies as a positive change which could arise from the unpleasant situation that countries experience during the last months. As supported by Bhuiyan et al. (2020), even though negative consequences of the COVID-19 pandemic are apparent in many sectors, such as people's standard of living and the economy, the present situation can constitute the start of conversations for a sustainable tourism development. Nonetheless, Hall et al. (2020) are not optimistic that something like this would be feasible since, as they mention, there are countries that will be positive and will recognize the need that has arisen for change in the models of international tourism with a direction towards the sustainable tourism development, though there are countries which will continue to see tourism as a commercial transaction.

The solution of Nanni & Ulqinaku (2020) gravitates, also, towards the direction of sustainable tourism development as a consequence of the decreased travel demand during the pandemic. Their proposal is concerned with the use of technology under these difficult circumstances and particularly with travels that can use the technology of virtual reality. In this way, people can travel virtually to the place of their choice, learning for new countries and civilizations and being able, in this way, to escape the reality of the pandemic. Moreover, based on the study of Tussyadiah et al. (2018), virtual travels seem to encourage people to travel to the particular place in the future. Consequently, such an action can offer possible future benefits to the destination.

Additionally, in the article "Visions of travel and tourism after the global COVID-19 transformation of 2020" according to Lew (Lew, et al., 2020), an effort will be made in the next 2 to 5 years from the side of governments and tourists to return to the past. Prominence will be given to the easily accessed, close destinations. Of course, gradually this will change. Values that dominated in the COVID-19 era will prevail (Kruglanski, 2020). Following up, a burst of innovative and creative social experimentation will take place with new business models and alternative government policies which will have to align with the prevailing view in order to be established. The values that will govern them will be peace between the states and people, love, health and happiness (as basic human rights), equality, justice and cooperation, green economies and gift economy. Niewiadomski (2020) also sees the present pandemic as a chance for redefinition by highlighting the countless opportunities towards this road. In the same spirit, Tomassini & Cavagnaro (2020) give a social dimension to the matter in the question whether tourism can *balance the uneven power units between the classes that travel and the ones that host them*. Finally, Everingham & Chassagne (2020) assist by proposing the socialization of tourism and redefinition of the value of tourism destinations and of all the participants in the tourism sector, generally.

2. MATERIALS AND METHODS

University of Piraeus in collaboration with Open Tourism network conducted two studies on the impact of COVID-19 on Tourism in Greece simultaneously to tourists, professionals and executives. These surveys were conducted (a) from 7 to 12 April 2020 on a sample of 1,059 individuals in total (725 people from visitors and 334 questionnaires from the point of view of tourism businesses), in order to examine the perceptions, attitudes and differences between tourists and tourism professionals towards impact of COVID-19 on tourism during the 1st lockdown in Greece and (b) from 22 to 27 May 2020 on a sample of 1,008 individuals in total (707 people from visitors and 301 questionnaires on the business side) in order to examine the trend that prevails almost three weeks after the end of the lockdown in our country and immediately after the announcement of the support measures for Greek tourism and the relevant health protocols. These researches belong to the type of Longitudinal Researches, where data collection happens at multiple time points for the investigation of a phenomenon over time.

The measurement scales for this study were developed based on the literature review (Richards & Morrill, 2020; Vaishar & Šťastná, 2020; Richards, 2020) and previous empirical studies and results on epidemics (eg. Joo, et al., 2019; Zeng, et al., 2005), and observations and international surveys on COVID-19 impact conducted up to April 2020 (eg. WYSE Travel Confederation, 2020; Chebli & Said, 2020). A research framework was constructed and tested using data produced by two survey efforts (tourists and tourism services providers) in two waves (during and after lockdown) in Greece. The questionnaire of this research is divided into seven parts, consisting of questions about the respondents' expectations for Greek tourism and companies as a result of the pandemic, the estimation of demand as regards tourism in Greece, the direct and indirect effects of COVID-19, actions that should be taken from tourist companies, degree of satisfaction for support measures, tests and hygiene protocols, travel behavior of Greeks after the burst of the pandemic, followed by the demographic profile of both groups.

The population of the survey consisted of all the tourism professionals and travelers in Greece. A purposive sampling technique was implemented and the total number of the sample amounted to 2,067 individuals in total (1434 people from visitors and 635 questionnaires from tourism businesses), in order to examine the perceptions, attitudes and differences between tourists and tourism professionals towards impact of COVID-19 on tourism in Greece. The reason behind including only national tourists and businesses in the samples is that 2020 was a domestic tourism year. OECD estimated early in 2020 that international tourism1 would fall by around 80% in 2020. This was the reason of selecting to investigate the similarities and differences between national tourists and tourism professionals in Greece in relation to: (a) the impact of the pandemic to tourism, (b) the attitude towards global and national measures, and (c) the behavior of tourists in the next phases of the pandemic and post-pandemic times.

During the time of the execution of both researches, that is to say the first half of 2020, the 1st lockdown in Greece was implemented. Also, both studies were carried out before the lift of bans to international trips.

The questionnaire was developed in the Greek language. The questionnaires were constructed using Google forms and distributed via targeted email marketing and social media campaigns. In order to abide by the rules of sampling and avoid biased errors, significant attention was given to probable absences of respondents, to the refusals of participating in the research and to the substitutions of research.

3. RESULTS

3.1. Analytical presentation of analytical research results

Following the first research conducted on the effects of COVID-19 on the tourism industry and tourism in Greece, three weeks after the start of the lockdown in our country (April 7 - 12), a second research was conducted to examine the trend that prevails almost three weeks after the end of the lockdown in our country and immediately after the announcement of the support measures for Greek tourism and the relevant health protocols (May 22 -27). In order to examine the impact of COVID-19 in Greece on tourism as a whole and in all directions, the survey was conducted on a dual basis, creating a questionnaire for travelers and one for businesses, with predominately common questions.

As regards the demographic characteristics of the visitors, 40,25% are men and 59,75% are women. Moreover, the majority of the respondents are between 19 and 39 years old, while the minority is over 60 years old. Regarding the educational level of the respondents, the majority hold a master's degree or are high school graduates, followed by a narrow margin by graduates of Bachelor studies and undergraduates. The majority, namely 46,98% of the respondents belong to the region of Attica, 11,43% belong to Central Macedonia, while the remaining percentage of the sample is distributed to different regions. Therefore, the differences in the demographic data of the respondents compared to those who answered the first survey are not major.

Regarding the characteristics of the companies, the majority of them belong to the regions of Attica, South Aegean and Crete. The majority of respondents are owners and employees of the company, while the majority of companies belong to the accommodation and travel agencies sector, with catering companies following by a narrow margin. In this case too, the characteristics of the companies compared to those that took part in the first phase of the survey do not vary greatly.

In particular, the same methodology and sampling was followed in both groups. The fact that the demographics of the respondents and the businesses in both phases of the survey do not show significant fluctuations encourages a comparison between the two phases of the survey (April and May).

3.2. Degree of satisfaction for the measures in tourism

The first question in this section was about individuals' satisfaction with the measures taken worldwide for COVID-19. Most visitors seem to be neutrally satisfied with the measures taken globally, with this answer accounting for 47.08% in the second survey (Figure 1), while businesses seem to be a little to not at all satisfied, with 46.81% (Figure 2). In contrast to this view, during the first survey the majority of companies, and specifically 43.64%, stated that they are moderately satisfied (Figure 2).

In the corresponding question of the individuals' satisfaction for the measures that have been taken in Greece, 57.84% of the visitors state that they are very to completely satisfied with the measures taken in Greece (Figure 3), with this answer gathering the highest percentage also for businesses, namely 46.13% (Figure 4). The corresponding percentages are quite reduced from the first phase of the survey which was 72.22% for visitors and 73.25% for businesses.

Then follows the question about how satisfied people are with the measures taken to support Greek tourism companies with the outbreak of COVID-19. In the second survey, 49.29% of the visitors state that they are little to not at all satisfied (Figure 5), with the corresponding percentage for businesses being 65.66% (Figure 6). In the first phase of the survey, this percentage for visitors was 51.95%, while for businesses 55.76%.

The next question, which was not included in the questionnaire of the first phase, concerns the level of satisfaction of individuals regarding the health protocols, which were announced and should be implemented by the tourism companies of Greece for the outbreak of COVID-19. Most of the visitors seem to be moderately satisfied, with a percentage of 36.87% (Figure 7), while the companies seem to be a little to not at all satisfied with the percentage for these answers being 53.41% (Figure 8).

Regarding the fact that potential visitors to Greece will not be subject to a coronavirus test, 71.83% of visitors disagree to strongly disagree (Figure 9), while the corresponding percentage for businesses is 66.78%, and only a 15% of them agreeing to an obligatory test (Figure 10).

3.3. Travel behavior of Greek tourists for this year

Regarding a question asked in the sample of travelers as to whether they have canceled their already booked vacation trip, 30.66% answered positively while for cancellation of already booked business trips, 31.25% answered positively. These percentages were higher during the first phase of the research. As far as travelers' intention to travel in the future and the impact of the COVID-19 outbreak on their perception of travel risk, their answers can be considered more encouraging for our country rather than discouraging. In the question whether people will travel at the end of this event to make up for lost time, 46.50% express a neutral stance while 25.68% disagree and 27.81% agree. There is not much variation compared to the first results. Still, 63.25% do not seem willing to travel abroad while 53.78% do not seem willing to not go on vacation at all this year, with 23.97% being neutral. Also, those who will travel, at a rate of 52.43% state that they will prefer their own means of transport, while 67.67% will prefer to travel within the country for the current year, a percentage higher by 8.33% of the result of the first phase of research. 42% say they will not hesitate to attend crowded events for fear of coronavirus, and 43.23% say they will have no problem using means of transportation such as planes, buses or trains as it will be safe again.

Safety will be a very important factor in travel for 82.55% of respondents in both surveys (Figure 11). The same applies to the health system at the destination as well as the cleaning and also the compliance to the sanitation rules in accommodation where respectively for these two elements, 90.99% and 90.28% of the respondents consider that they will be very important factors in their future travels (Figure 12). It is important to consider that hygiene and the compliance to the sanitation rules in accommodation will be a significant factor for 90% of the tourists.

Regarding the importance of the factor of crowding in a place in choosing a travel destination, 23.93% seem to have a neutral attitude while for 59.97% it is an important factor. This percentage seems to have increased during the second phase of the survey. Still, the majority of respondents, namely 47.79%, are not in the process of planning their next trip, in contrast to 61.84% during the first phase of the survey. Regarding travel price research, there is a small difference between those who say they are looking for prices and those who say they are not looking for prices, with rates of 41.48% and 40.78% respectively in contrast to the first phase of the research, where the percentages for the aforementioned categories amount to a comparison of 25.56% and 53.33%. The percentage of those who disagree and those who agree with the question of whether they are looking for information to discover new destinations for future travel seems to be divided, with 42.14% agreeing with this proposal and 35.58% disagreeing, while the 22.29% remains neutral. Additionally, it should be mentioned that 1 in 4 respondents (almost 26%) start hesitantly looking for travel information these days to plan their next trip, while the corresponding percentage in the first survey was 18%.

Finally, 46.01% of the respondents stated that they constantly look for information and images from tourist destinations that they wish to visit as it has a positive effect on escaping during this difficult period we are experiencing, with 33.62% stating that they do not seek such information. The corresponding percentages from the first survey were 44.01% and 35.1%. Furthermore, a question that was not included in the first phase of the survey about whether the guests decided to go on vacation this summer, 57.49% answered positively while those who have already booked a vacation make up 13.98% (Figure 13).

Also, the majority of visitors and specifically 53.99% stated that if they travel, they would prefer to spend the night in their own holiday home or with relatives or friends, with the next option being the hotel with a rate of 33.90% and then the rooms for rent with a rate of 29.77% (Figure 14). Finally, 56.06% of visitors said that if they travel, they would prefer to go on holiday by car to mainland Greece, while 52.92% said they would prefer the islands (Figure 15). This also indicates that some tourists will choose both ways to travel.

3.4 Impact of crisis on Greek tourism

Starting with the first question, regarding the expectations of the respondents for Greece as a tourist destination for the current year given the COVID-19 pandemic, the majority of the respondents in both groups answered that their expectations are worse to much worse. Compared to the first phase of the survey, where 68.15% of visitors' responses were concentrated on these two options, in the second phase the percentage amounts to 72.27%. Regarding the response of companies, in the first phase of the survey 79.15% were concentrated in these two responses while in the second phase of the survey the percentage shows a small increase and reaches 81.61%. Nevertheless, it is noteworthy that while in the first phase of the research most of the answers were concentrated in the "worst" option, now the majority of the answers for the companies' expectations are concentrated in the "much worse" option (Figures 16 and 17).

In the same question, however, regarding next year, the majority of travelers with a percentage of 45.62%, compared to 55.03% of the first phase of the survey, answered that they estimate next year to be better to much better for Greece, having at the same time an increase of 8.1% for the answers "worse" and "much worse" compared to the first phase of the survey. For businesses, in the first phase of the survey, 58.79% had better to much better expectations for next year compared to last year, while the percentage of responses from worse to much worse is 26.97%. Respectively, during the second phase of the research, the percentage of those who have better to much better expectations has decreased to 36.95% while the percentage of those who have worse to much worse expectations has increased to 43.05%. Therefore, there is a more pessimistic attitude in both groups compared to the prospects for next year compared to last year, with companies looking more pessimistic (Figures 18 and 19).

In the rationale of these questions, the next question follows addressed to the group of businesses about their expectations for their companies in relation to the spread of COVID-19 worldwide for this year. Both in the first phase of the survey and in the second, the majority of respondents answered that their expectations are worse to much worse with the percentage in the first survey being 90.33%. However, both surveys conclude that business-oriented entrepreneurs have worse expectations for this calendar year but it is important to mention that in the 2nd survey the percentage from 90% (1st survey) decreases to 50% with a simultaneous increase in the best expectations by 30%, showing the dynamics of the industry. Last but not least, in both phases, it seems that between the answers "worse" and "much worse" the answer "worse" prevails (Figure 20). Regarding the same question but for next year, in the first phase of the survey 51.52% stated that their expectations are better to much better while in the second phase of the survey the highest percentage and specifically 49.33 % stated that they have worse to much worse expectations for next year. In this case, too, the pessimism of companies about their expectations is obvious.

Regarding the changes in the demand that visitors expect compared to last year for the months of June and July, in the second survey 76.80% expect a decrease of more than 21% while the corresponding percentage for businesses is 89.93%. Comparing the two groups of the sample for this question, it is noteworthy that visitors consider that demand will decrease for these months by more than 50% by 38.83%, while the corresponding percentage for businesses is 62.08%. Compared to the first phase of the survey and the corresponding question for the months of June to August, the percentages in the answers to reduce demand by more than 21% seem to have decreased, but the trends are the same. In the same question of the second phase for the months August to September, the majority of visitors, namely 61.58%, answered that they expect a decrease of more than 21% during these months while the corresponding percentage for businesses is 77.92 % (Figures 21 and 22).

In the next question about the industries that visitors consider to be most affected in Greece from the start of the COVID-19 pandemic, the first place is occupied by the accommodation and the travel agencies. The answers of the business sample are moving towards the same direction. In this case, the trend remains the same as in the first phase of the research (Figures 23 and 24).

The visitors are then asked about the most immediate concerns that Greek tourism businesses consider to have in relation to the outbreak of COVID-19. In the first three places are financial uncertainty, followed by the reduction of revenues and the viability of companies (Figures 25 and 26). For the business sample, the difference is that viability of companies comes second while revenue reduction comes third (Figures 27 and 28). And in this case, there are no significant changes compared to the first phase of research.

This is followed by the same question, but regarding the long-term concerns of Greek tourism companies. Both groups have assessed as the first concern the financial uncertainty, then the viability of the company and third comes the reduction of revenues. The same evaluation was done during the first phase of the research.

When asked about the most important actions that Greek tourism companies should follow regarding the outbreak of COVID-19, both visitors and businesses, as the first choice and with a big difference from the rest, chose to strengthen customer health measures (Figures 29 and 30). Next, for the group of visitors, the reduction of prices and flexible cancellation policies follow. For the companies, more research for changes in the behavior of tourists follows and then with the same percentages the enhancement of product quality and flexible cancellation policies. In this case, we see a difference in the perception of visitors and tourism businesses. Compared to the first phase of the research, nothing significant changes in the answers. It is noteworthy that in the case of companies while in the first phase of the research the product quality enhancement was much lower in the ranking, that is to say 7th, the importance of this factor over time and with developments was recognized and in the second phase constitutes one of the factors that companies rated as one of the most important, that is to say as 3rd.

Regarding other actions in relation to the staff and the internal business operations that the Greek tourism companies should make in relation to dealing with the spread of COVID-19, the visitors, firstly, responded in favor of increasing the cleaning protocols or the resources for staff with percentage 88.05%. This is followed by the formation of crisis management teams with a percentage of 51.07% and the optimization of policies and protocols with partners with a percentage of 33.85%. For businesses, the first two answers are similar to those of the sample of visitors, with percentages of 80.61% and 50.34% respectively, while the third answer in this case has been given to the management of daily information with a percentage of 40.48%. The answers follow the same trends in relation to the results of the first phase of the research, with the difference that in the group of visitors the third most popular answer was the management of daily information in the first phase (Figures 31 and 32).

Regarding the Greek tourism brand name, and whether people believe that it can become stronger in the short term (this year) after the outbreak of COVID-19, the majority of visitors, namely 61.39%, consider that this is likely to extremely likely to happen, with the corresponding percentage for businesses being 63.21%. Equivalent answers were given during the first phase of the research (Figures 33 and 34).

In the same question, however, in the long run (in the years to come), again 70.76% of visitors believe that the Greek brand can become stronger, while the corresponding percentage for businesses is 64.87%. During the first phase of the research, these answers again prevailed.

4. DISCUSSION

The results of the present study make it clear that the views of tourism businesses and travelers largely converge. Focusing on the important points identified, it is clear that significant results can be addressed for measuring similarities and differences on tourists and tourism businesses' perceptions about COVID-19 impact on tourism, and especially:

(a) COVID impacts on tourism: In terms of the sectors that are considered to have the greatest negative impact from the impending situation, both visitors and tourism businesses rank accommodation and travel agencies in the top two. Regarding the most immediate concerns for businesses, in the top three are financial uncertainty, business viability and declining revenues. The difference between the visitor group and the business group is that while tourism businesses rank business viability second, visitors rank it third, with revenue reductions as more important at the second place. Concerning long-term concerns, both groups have consistently acknowledged economic uncertainty in the first place, while, in the second place, views on business viability converge.

(b) Attitudes towards support measures, tests and health protocols: Regarding the general measures applied for the spread of COVID-19 globally in Greece, both the group of tourists and that of businesses seem to remain very to completely satisfied, but with a reduced percentage compared to the first survey. Regarding the special measures for the Greek tourism companies, both groups state that they are consistently little to not at all satisfied. Similarly, as regards the health protocols to be implemented by tourism businesses, both groups appear to have little to no satisfaction, with businesses being more dissatisfied. Also, the views of both groups indicate the absolute dissatisfaction with the failure to conduct a test for the detection of corona virus by potential visitors to the country (7 out of 10).

(c) Travel behavior of tourists during and after the pandemic: Questions about travel behavior were answered only by the sample of tourists. Both in the first phase and in the second, the visitors answer that they will avoid traveling abroad. However, the majority prefer to stay in their own summer homes or in the homes of friends and relatives. Only a percentage of about 25% - 30% of Greeks intend to stay in tourism accommodation and hotels. People do not seem to be afraid to attend crowded events, and they have no problem using planes, buses or trains. While individuals say they are not yet planning their next trip, this percentage has dropped significantly in the second phase of the survey.

From the analysis, it is obvious that there is more pessimism or a more realistic approach, mainly from the tourism business side, compared to the first research conducted at the beginning of the lockdown, when the pandemic was still raging.

These results are in line with the (2022) in the majority of experts (64%) now expect international arrivals to return to 2019 levels only in 2024 or later (UNWTO, 2022) Boosting competitiveness and resilience, notably by diversifying the economy and, where possible, promoting domestic and regional tourism, as well as facilitating a favorable business climate for businesses is an evident result that arose from current research and should be a priority for national tourism policies.

Coordination and partnerships to relaunch and restructure the tourism sector and ensuring sector's relaunch and recovery is also a factor that should be taken into consideration.

Finally, domestic tourism as shown in this research, continues to drive recovery in an increasing number of destinations, particularly those with substantial domestic markets, even while international tourism recovers. Domestic tourism and close-to-home travel, as well as open-air activities, nature-based products, and rural tourism, are among the primary travel trends that will continue to shape tourism in 2022, according to experts (UNWTO, 2022).

Taking all of the above into consideration, we understand that no one knows when or how the epidemic will finish. The current spike in COVID-19 cases and the Omicron variant is projected to undermine the recovery and harm confidence into early 2022 (UNWTO, 2022). What we do know is that no matter when and how it ends, one thing will remain the same: we must continuously research the travel behavior and patterns of the tourists in order to be ready when the (new?) normality returns. Some of these travel behavior and patterns might be for a long time, while others may turn out to be fleeting or may recur through future pandemic experiences. In any case, as COVID-19 is a global phenomenon, everyone on the planet experiences the same pandemic, although its manifestations and timing vary geographically. So, all tourism system stakeholders need to work together for the creation of prosperous destinations, in prosperous communities. Supporting the millions of individuals and businesses that depend on a sector affected by months of inactivity and building a sustainable and responsible travel experience that is safe for host communities, employees, and travelers are keys to accelerate recovery.

ACKNOWLEDGMENTS

For the current paper University of Piraeus in collaboration with Open Tourism network conducted the two studies on the impact of COVID-19 on Tourism in Greece simultaneously to tourists, professionals and executives. We would like all anonymous participants that participated in the 2 surveys concerning their perceptions about COVID-19 impact on tourism, during and after the 1st lockdown in Greece.

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FIGURES

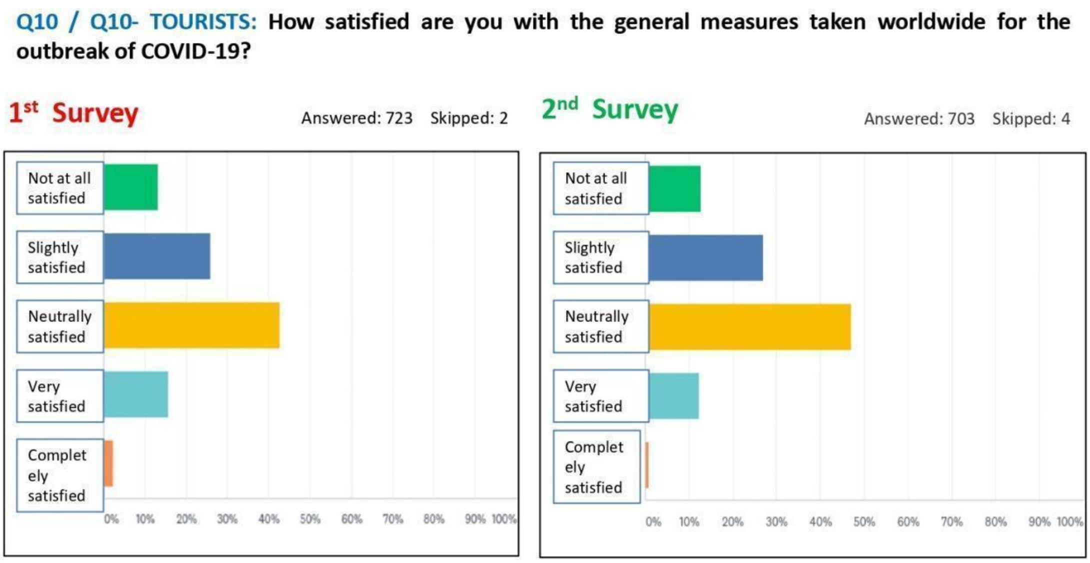

Figure 1. Tourists' response. Source: Own author (2021).

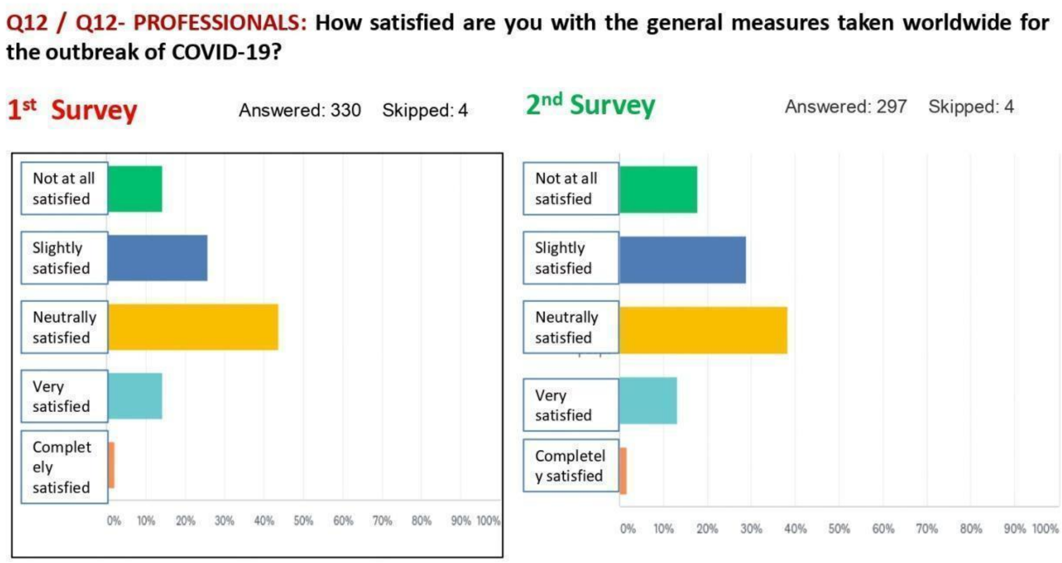

Figure 2. Professionals' response. Source: Own author (2021).

Q11 / Q11- TOURISTS: How satisfied are you with the general measures taken in Greece for the outbreak of COVID-19?

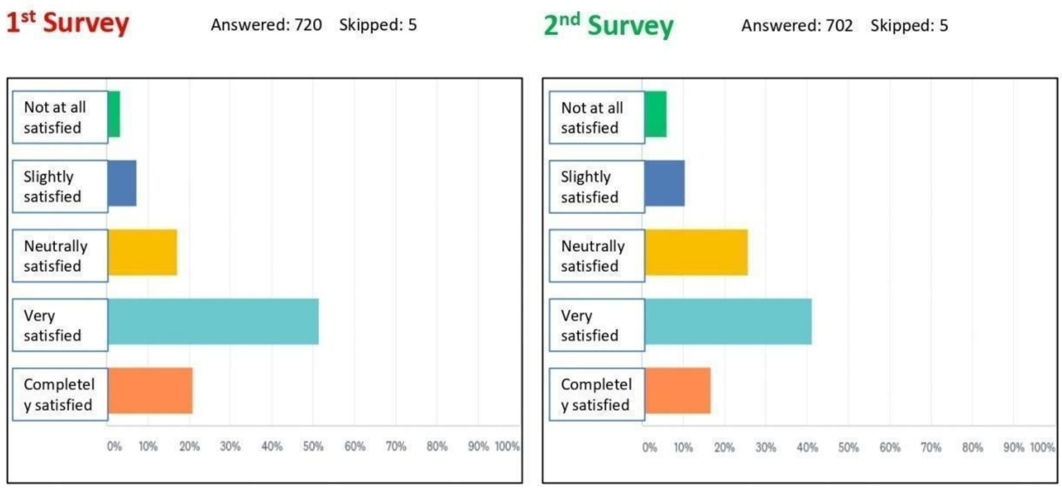

Figure 3. Tourists' response. Source: Own author (2021).

Q13 / Q13- PROFESSIONALS: How satisfied are you with the general measures taken in Greece for the outbreak of COVID-19?

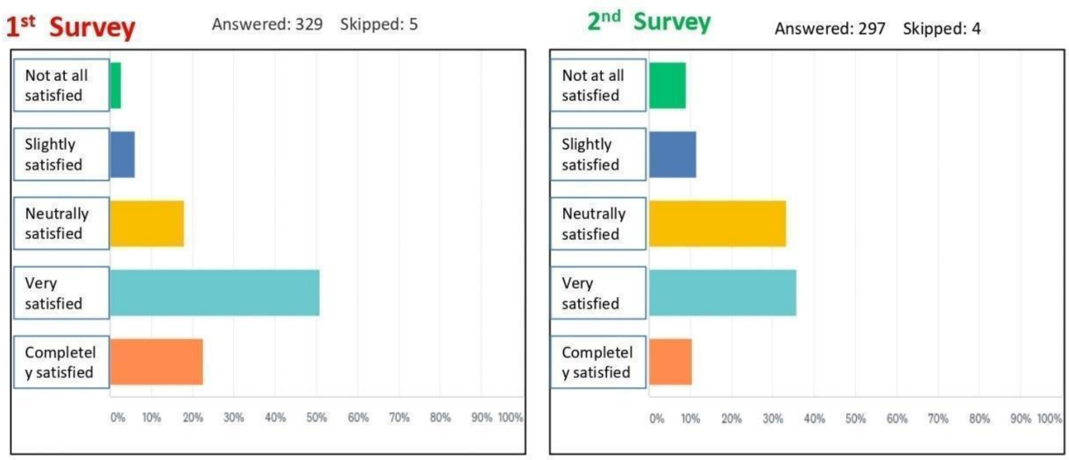

Figure 4. Professionals' response. Source: Own author (2021).

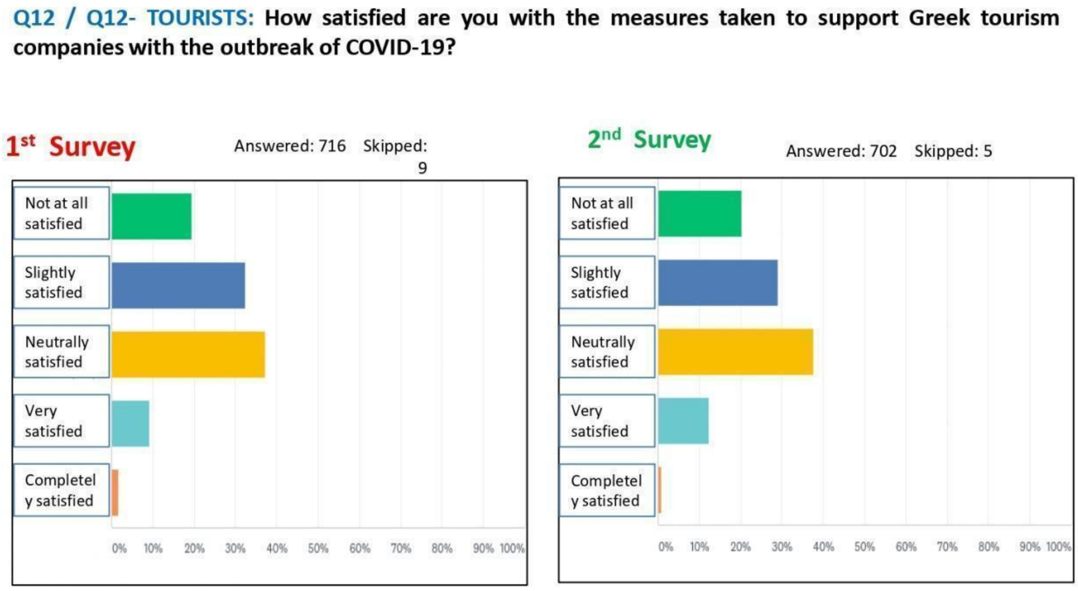

Figure 5. Tourists' response. Source: Own author (2021).

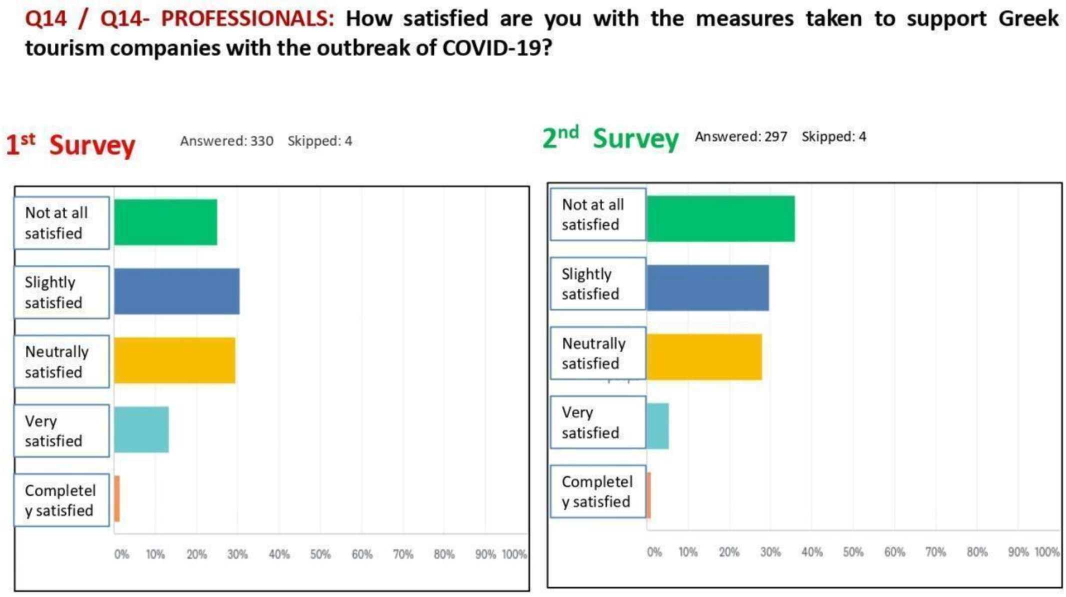

Figure 6. Professionals' response. Source: Own author (2021).

Q13- TOURISTS: How satisfied are you with the health protocols that have been announced and should the country's tourism companies implement for the outbreak of COVID-19?

2nd Survey Answered: 217 Skipped: 490

ANSWER CHOICES	RESPONSES	
Not at all satisfied	14,29%	31
A little satisfied	19,35%	42
Moderately satisfied	36,87%	80
Very satisfied	26,73%	58
Totally satisfied	2,76%	6
TOTAL		217

Figure 7. Tourists' response. Source: Own author (2021).

Q13- PROFESSIONALS: How satisfied are you with the health protocols that have been announced and should the country's tourism companies implement for the outbreak of COVID-19?

2nd Survey Answered: 161 Skipped: 140

ANSWER CHOICES	RESPONSES	
Not at all satisfied	22.98%	37
A little satisfied	30.43%	49
Moderately satisfied	32.92%	53
Very satisfied	11.18%	18
Totally satisfied	2.48%	4
TOTAL		161

Figure 8. Professionals' response. Source: Own author (2021).

Q14- TOURISTS: Do you agree with the fact that potential visitors to Greece will not be obliged to take a coronavirus test?

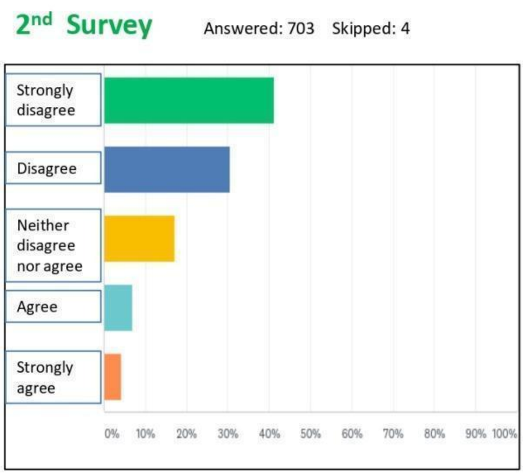

Figure 9. Tourists' response. Source: Own author (2021).

Q16- PROFESSIONALS: Do you agree with the fact that potential visitors to Greece will not be required to perform a coronavirus test?

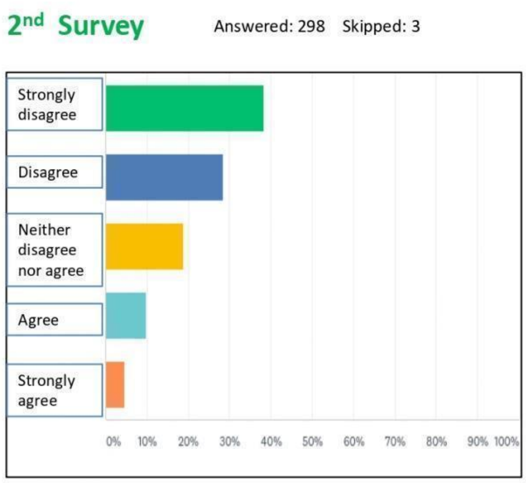

Figure 10. Professionals' response. Source: Own author (2021).

Q16 / Q18- TOURISTS: Do you agree or disagree with the following proposals?

1st Survey Answered: 723 Skipped: 2

	STRONGLY DISAGREE	DISAGREE	I NEITHER DISAGREE NOR AGREE	AGRRE	STRONGLY AGRRE	TOTAL
Safety will be a very important factor now when I travel	0,28% 2	2,49% 18	14,68% 106	51,94% 375	30,61% 221	722

2nd Survey Answered: 704 Skipped: 3

	STRONGLY DISAGREE	DISAGREE	I NEITHER DISAGREE NOR AGREE	AGRRE	STRONGLY AGRRE	TOTAL
Safety will be a very important factor now when I travel	1,29% 9	2,58% 18	13,59% 95	54,22% 379	28,33% 198	699

Figure 11. Tourists' response. Source: Own author (2021).

Q16 / Q18- TOURISTS: Do you agree or disagree with the following proposals?

1st Survey Answered: 723 Skipped: 2

	STRONGLY DISAGREE	DISAGREE	I NEITHER DISAGREE NOR AGREE	AGRRE	STRONGLY AGRRE	TOTAL
Cleaning and ensuring hygiene in the accommodation will be a very important factor now when I travel	0,69% 5	1,11% 8	7,21% 52	44,86% 309	48,13% 347	721

2nd Survey Answered: 704 Skipped: 3

	STRONGLY DISAGREE	DISAGREE	I NEITHER DISAGREE NOR AGREE	AGRRE	STRONGLY AGRRE	TOTAL
Cleaning and ensuring hygiene in the accommodation will be a very important factor now when I travel	0,72% 5	1,72% 12	7,30% 51	44,64% 312	45,64% 319	699

Figure 12. Professionals' response. Source: Own author (2021).

Q20- TOURISTS: Do you agree or disagree with the following questions?

2nd Survey Answered: 702 Skipped: 5

	YES		NO		TOTAL	WEIGHTED AVERAGE
I decided to go on vacation this summer	57,49%	403	42,51%	298	701	1,43
I have already booked my vacation	13,98%	97	86,02%	597	694	1,86

Figure 13. Tourists' response. Source: Own author (2021).

Q21- TOURISTS: If I travel I would prefer to spend the night in:

2nd Survey Answered: 702 Skipped: 5

ANSWER CHOICES	RESPONSES	
Hotel	33,90%	238
Room for rent	29,77%	209
Accommodation in my own country house or in relatives, friends	53,99%	379
Camping	9,26%	65
Other (state what)	2,99%	21
TOTAL		**702**

Figure 14. Tourists' response. Source: Own author (2021).

Q22- TOURISTS: If I travel I would prefer to go:

2nd Survey Answered: 701 Skipped: 6

ANSWER CHOICES	RESPONSES	
road holidays in mainland Greece	56,06%	393
to the islands	52,92%	371
Other (indicate where)	3,71%	26
TOTAL		**701**

Figure 15. Tourists' response. Source: Own author (2021).

Q1 / Q1-TOURISTS: When you think of Greece as a tourist destination in relation to the global outbreak of COVID-19, what are your general expectations for this calendar year?

1st Survey Answered: 719 Skipped: 6

ANSWER CHOICES	RESPONSES	
Much worse	22,95%	165
Worse	45,20%	325
Corresponding to last year	11,68%	84
Better	13,21%	95
Much better	6,95%	50
TOTAL		**719**

2nd Survey Answered: 696 Skipped: 11

ANSWER CHOICES	RESPONSES	
Much worse	21,98%	153
Worse	50,29%	350
Corresponding to last year	15,09%	105
Better	8,76%	61
Much better	3,88%	27
TOTAL		**696**

Figure 16. Tourists' response. Source: Own author (2021).

Q1 / Q1- PROFESSIONALS: When you think of Greece as a tourist destination in relation to the global outbreak of COVID-19, what are your general expectations for this calendar year?

1st Survey Answered: 331 Skipped: 3

ANSWER CHOICES	RESPONSES	
Much Worse	30,51%	101
Worse	48,64%	161
As last year	4,83%	16
Better	9,97%	33
Much Better	6,04%	20
TOTAL		331

2nd Survey Answered: 299 Skipped:2

ANSWER CHOICES	RESPONSES	
Much Worse	45,82%	137
Worse	35,79%	107
As last year	9,03%	27
Better	6,69%	20
Much Better	2,68%	8
TOTAL		299

Figure 17. Professionals' response. Source: Own author (2021).

Q2 / Q2- TOURISTS: When you think of Greece as a tourist destination in relation to the global outbreak of COVID-19, what are your general expectations for the next calendar year?

1st Survey Answered: 716 Skipped: 9

ANSWER CHOICES	RESPONSES	
Much worse	5,03%	36
Worse	20,25%	145
Similar to last year	19,69%	141
Better	37,01%	265
Much better	18,02%	129
TOTAL		716

2nd Survey Answered: 695 Skipped: 12

ANSWER CHOICES	RESPONSES	
Much worse	5,32%	37
Worse	28,06%	195
Similar to last year	21,01%	146
Better	33,53%	233
Much better	12,09%	84
TOTAL		695

Figure 18. Tourists' response. Source: Own author (2021).

Q2 / Q2- PROFESSIONALS: When you think of Greece as a tourist destination in relation to the global outbreak of COVID-19, what are your general expectations for the next calendar year?

1st Survey Answered: 330 Skipped: 4

ANSWER CHOICES	RESPONSES	
Much worse	4,24%	14
Worse	22,73%	75
Similar to last year	14,24%	47
Better	38,79%	128
Much better	20,00%	66
TOTAL		330

2nd Survey Answered: 295 Skipped: 6

ANSWER CHOICES	RESPONSES	
Much worse	12,54%	37
Worse	30,51%	90
Similar to last year	20,00%	59
Better	25,42%	75
Much better	11,53%	34
TOTAL		295

Figure 19. Professionals' response. Source: Own author (2021).

Q3 / Q3- PROFESSIONALS: When you think of your company in relation to the global outbreak of COVID-19, what are your general expectations for your company for this calendar year?

1st Survey Answered: 331 Skipped: 3

ANSWER CHOICES	RESPONSES	
Much worse	39,27%	130
Worse	51,06%	169
Similar to last year	4,83%	16
Better	3,93%	13
Much better	0,91%	3
TOTAL		**331**

2nd Survey Answered: 296 Skipped: 5

ANSWER CHOICES	RESPONSES	
Much worse	11,15%	33
Worse	38,18%	113
Similar to last year	16,89%	50
Better	24,66%	73
Much better	9,12%	27
TOTAL		**296**

Figure 20. Professionals' response. Source: Own author (2021).

Q6- TOURISTS: What change do you expect in terms of demand for tourism in Greece for the remaining months of holidays (August -September 2020) compared to the same period last year?

2nd Survey Answered: 695 Skipped: 12

ANSWER CHOICES	RESPONSES	
More than 50% reduction	22.01%	153
21%-50% reduction	39.57%	275
11-20% reduction	19.57%	136
5-10% reduction	7.48%	52
1-5% reduction	4.46%	31
0	1.01%	7
1-5% increase	3.02%	21
More than 5% increase	2.88%	20
TOTAL		**695**

Figure 21. Tourists' response. Source: Own author (2021).

Q6- PROFESSIONALS: What change do you expect in terms of demand for tourism in Greece for the remaining months of holidays (August - September 2020) compared to the same period last year?

2nd Survey

Answered: 299 Skipped: 2

ANSWER CHOICES	RESPONSES	
More than 50% reduction	36,45%	109
21% -50% reduction	41,47%	124
11-20% reduction	11,37%	34
5-10% reduction	4,68%	14
1-5% reduction	0,00%	0
0	0,33%	1
1-5% increase	4,01%	12
More than 5% increase	1,67%	5
TOTAL		**299**

Figure 22. Professionals' response. Source: Own author (2021).

Q5 / Q5- TOURISTS: Which tourism sectors in Greece will have the most negative impact on the global outbreak of COVID-19, in your opinion? Please rate the top 3 areas with the most negative impact (rate with 1 the area with the most negative impact, with 2 the area with the 2nd most negative impact, and with 3 the area with the 3rd most negative impact).

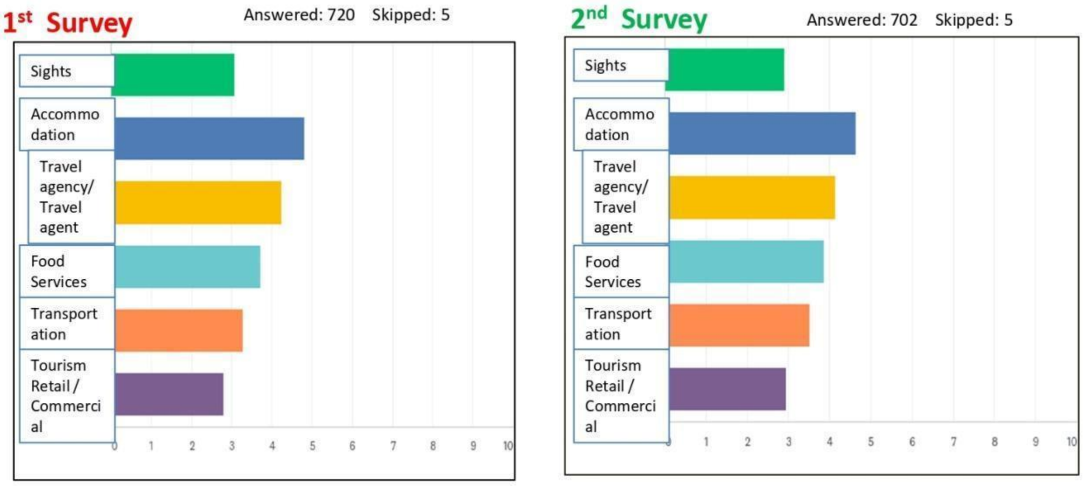

Figure 23. Tourists' response. Source: Own author (2021).

Q7 / Q7- PROFESSIONALS: Which tourism sectors / sectors in Greece will have the most negative impact on the global outbreak of COVID-19, in your opinion? Please rate the top 3 areas with the most negative impact (rate with 1 the area with the most negative impact, with 2 the area with the 2nd most negative impact, and with 3 the area with the 3rd most negative impact).

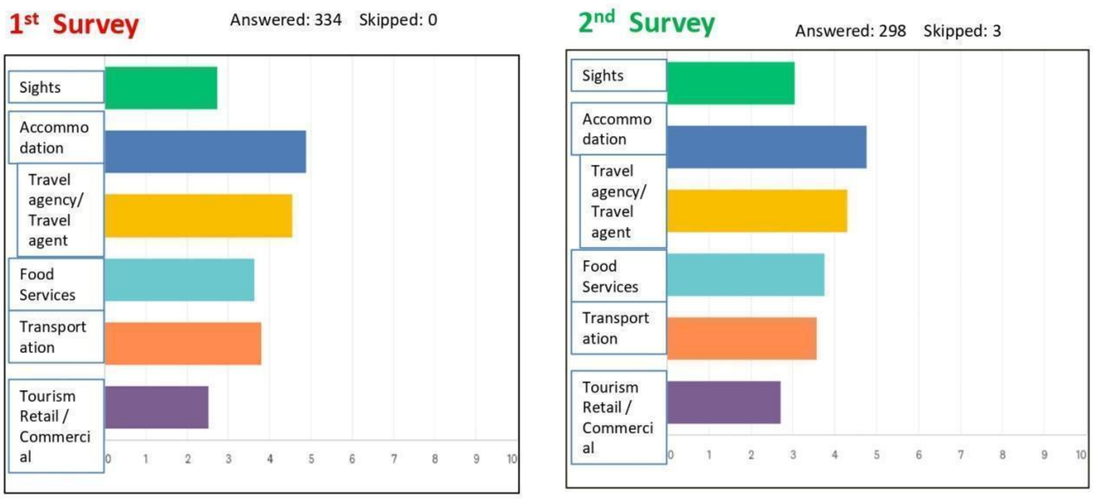

Figure 24. Professionals' response. Source: Own author (2021).

Q6 / Q6- TOURISTS: What do you think are the most immediate concerns for Greek tourism businesses regarding the global outbreak of COVID-19? (Note up to 3 answers)

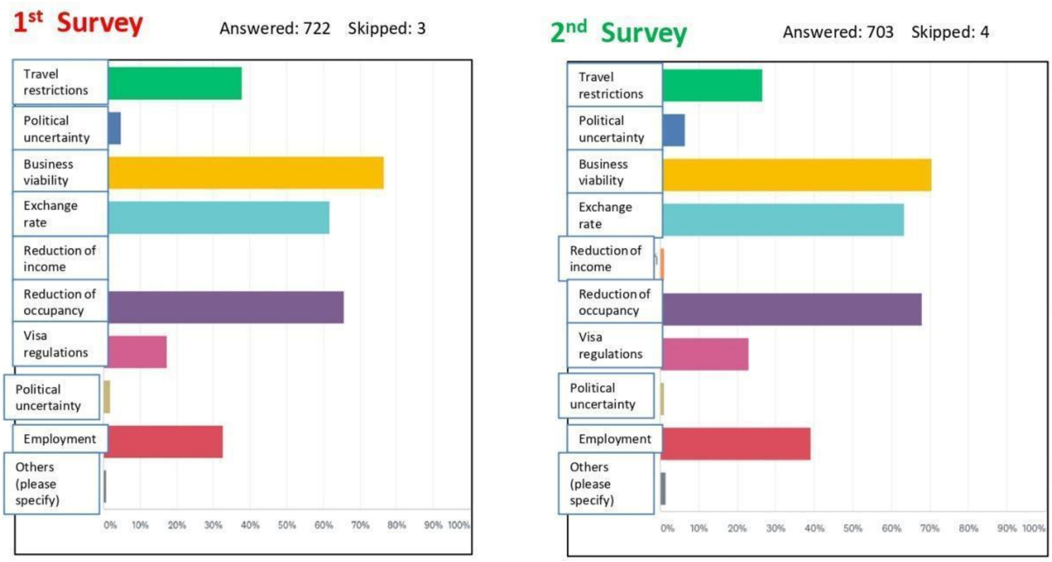

Figure 25. Tourists' response. Source: Own author (2021).

Q6 / Q6- TOURISTS: What, in your opinion, are the most immediate concerns for Greek tourism companies regarding the global outbreak of COVID-19? (note up to 3 answers)

1st Survey Answered: 722 Skipped: 3

ANSWER CHOICES	RESPONSES	
Travel restrictions	37,81%	273
Political Uncertainty	4,85%	35
Financial uncertainty	76,59%	553
Business viability	61,63%	445
Exchange rate	1,52%	11
Revenue Reduction	65,79%	475
Reduction of occupancy	17,45%	126
Visa regulations	1,80%	13
Employment	32,69%	236
Other (please specify)	0,83%	6
TOTAL		722

2nd Survey Answered: 703 Skipped: 4

ANSWER CHOICES	RESPONSES	
Travel restrictions	26,60%	187
Political Uncertainty	6,54%	46
Financial uncertainty	70,55%	496
Business viability	63,30%	445
Exchange rate	1,14%	8
Revenue Reduction	67,99%	478
Reduction of occupancy	23,04%	162
Visa regulations	1,14%	8
Employment	39,12%	275
Other (please specify)	1,42%	10
TOTAL		703

Figure 26. Tourists' response. Source: Own author (2021).

Q8 / Q8- PROFESSIONALS: What do you think are the most immediate concerns for Greek tourism businesses regarding the global outbreak of COVID-19? (Note up to 3 answers)

1st Survey Answered: 332 Skipped: 2 **2nd Survey** Answered: 299 Skipped: 2

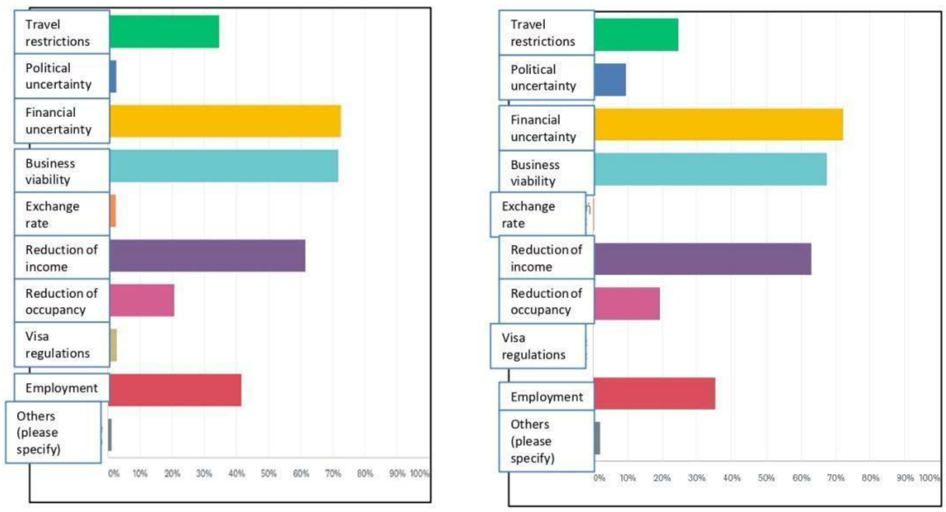

Figure 27. Professionals' response. Source: Own author (2021).

Q8 / Q8- PROFESSIONALS: What do you think are the most immediate concerns for Greek tourism businesses regarding the global outbreak of COVID-19? (Note up to 3 answers)

1st Survey Answered: 332 Skipped: 2

ANSWER CHOICES	RESPONSES	
Travel restrictions	34,64%	115
Political Uncertainty	2,71%	9
Financial uncertainty	72,59%	241
Business viability	71,69%	238
Exchange rate	2,41%	8
Revenue Reduction	61,45%	204
Reduction of occupancy	20,78%	69
Visa regulations	3,01%	10
Employment	41,57%	138
Other (please specify)	1,20%	4
TOTAL		332

2nd Survey Answered: 299 Skipped: 2

ANSWER CHOICES	RESPONSES	
Travel restrictions	24,75%	74
Political Uncertainty	9,70%	29
Financial uncertainty	72,24%	216
Business viability	67,56%	202
Exchange rate	0,33%	1
Revenue Reduction	63,21%	189
Reduction of occupancy	19,40%	58
Visa regulations	0,00%	0
Employment	35,45%	106
Other (please specify)	2,34%	7
TOTAL		299

Figure 28. Professionals' response. Source: Own author (2021).

Q8 / Q8- TOURISTS: What are the most important moves that Greek tourism companies should make regarding the outbreak of COVID-19? (note up to 3 answers)

1st Survey Answered: 722 Skipped: 3

ANSWER CHOICES	RESPONSES	
Flexible cancellation policies	43,07%	311
Price reduction	43,77%	316
Modification in target markets	24,65%	178
Increase display actions	21,33%	154
Reduce display actions	0,83%	6
Product quality enhancement	23,41%	169
More research on changes in tourist behavior	39,89%	288
Strengthen customer health measures	72,85%	526
Differentiation in products / services	16,07%	116
New collaborations	10,25%	74
Withdrawal of products / services	2,35%	17
Other (please specify)	0,97%	7
TOTAL		722

2nd Survey Answered: 702 Skipped: 5

ANSWER CHOICES	RESPONSES	
Flexible cancellation policies	35,75%	251
Price reduction	41,74%	293
Modification in target markets	26,21%	184
Increase display actions	19,23%	135
Reduce display actions	1,57%	11
Product quality enhancement	28,49%	200
More research on changes in tourist behavior	33,05%	232
Strengthen customer health measures	75,50%	530
Differentiation in products / services	18,66%	131
New collaborations	11,82%	83
Withdrawal of products / services	3,13%	22
Other (please specify)	1,00%	7
TOTAL		702

Figure 29. Tourists' response. Source: Own author (2021).

Q10 / Q10- PROFESSIONALS: What are the most important moves that Greek tourism companies should make regarding the outbreak of COVID-19? (note up to 3 answers)

1st Survey Answered: 332 Skipped: 2

ANSWER CHOICES	RESPONSES	
Flexible cancellation policies	45,78%	311
Price reduction	25,60%	316
Modification in target markets	33,13%	178
Increase display actions	30,42%	154
Reduce display actions	1,81%	6
Product quality enhancement	24,40%	169
More research on changes in tourist behavior	44,58%	288
Strengthen customer health measures	70,18%	526
Differentiation in products / services	16,27%	116
New collaborations	12,95%	74
Withdrawal of products / services	1,51%	17
Other (please specify)	0,90%	7
TOTAL		332

2nd Survey Answered: 296 Skipped: 5

ANSWER CHOICES	RESPONSES	
Flexible cancellation policies	34,12%	101
Price reduction	21,28%	63
Modification in target markets	29,39%	87
Increase display actions	27,36%	81
Reduce display actions	0,34%	1
Product quality enhancement	34,12%	101
More research on changes in tourist behavior	37,84%	112
Strengthen customer health measures	68,58%	203
Differentiation in products / services	21,62%	64
New collaborations	13,85%	41
Withdrawal of products / services	3,72%	11
Other (please specify)	2,03%	6
TOTAL		296

Figure 30. Professionals' response. Source: Own author (2021).

Q9 / Q9- TOURISTS: Please select other moves in relation to the staff and internal business operations that Greek tourism companies should do regarding the outbreak of COVID-19. (note up to 3 answers)

1st Survey Answered: 721 Skipped: 4

ANSWER CHOICES	RESPONSES	
Increase cleaning protocols or staff resources	88,07 %	635
Reduction of participation in industry events / conferences	17,20 %	124
Control of insurance policies	22,75 %	164
Encourage staff to work from home	33,98 %	245
Formation of crisis management teams	47,99 %	346
Daily information management	34,81 %	251
Optimizing policies and protocols with partners	24,41 %	176
Other (please specify)	0,55%	4
TOTAL		721

2nd Survey Answered: 703 Skipped: 4

ANSWER CHOICES	RESPONSES	
Increase cleaning protocols or staff resources	88,05 %	619
Reduction of participation in industry events / conferences	14,22 %	100
Control of insurance policies	23,90 %	168
Encourage staff to work from home	26,03 %	183
Formation of crisis management teams	51,07 %	359
Daily information management	32,29 %	227
Optimizing policies and protocols with partners	33,85 %	238
Other (please specify)	0,57%	4
TOTAL		703

Figure 31. Tourists' response. Source: Own author (2021).

Q11 / Q11- PROFESSIONALS: Please select other moves in relation to the staff and internal business operations that Greek tourism companies should do regarding the outbreak of COVID-19 (note up to 3 answers).

1st Survey Answered: 331 Skipped: 3

ANSWER CHOICES	RESPONSES	
Increase cleaning protocols or staff resources	86,10%	285
Reduction of participation in industry events / conferences	11,78%	39
Control of insurance policies	22,96%	76
Encourage staff to work from home	32,33%	107
Formation of crisis management teams	51,96%	172
Daily information management	40,79%	135
Optimizing policies and protocols with partners	26,28%	87
Other (please specify)	1,21%	4
TOTAL		331

2nd Survey Answered: 294 Skipped: 7

ANSWER CHOICES	RESPONSES	
Increase cleaning protocols or staff resources	80,61%	237
Reduction of participation in industry events / conferences	10,54%	31
Control of insurance policies	26,19%	77
Encourage staff to work from home	21,77%	64
Formation of crisis management teams	50,34%	148
Daily information management	40,48%	119
Optimizing policies and protocols with partners	35,03%	103
Other (please specify)	0,34%	1
TOTAL		294

Figure 32. Professionals' response. Source: Own author (2021).

Q13 / Q15- TOURISTS: Do you think that the Greek brand can become stronger in the short term (this year) after the outbreak of COVID-19?

1st Survey Answered: 721 Skipped: 4

2nd Survey Answered: 702 Skipped: 5

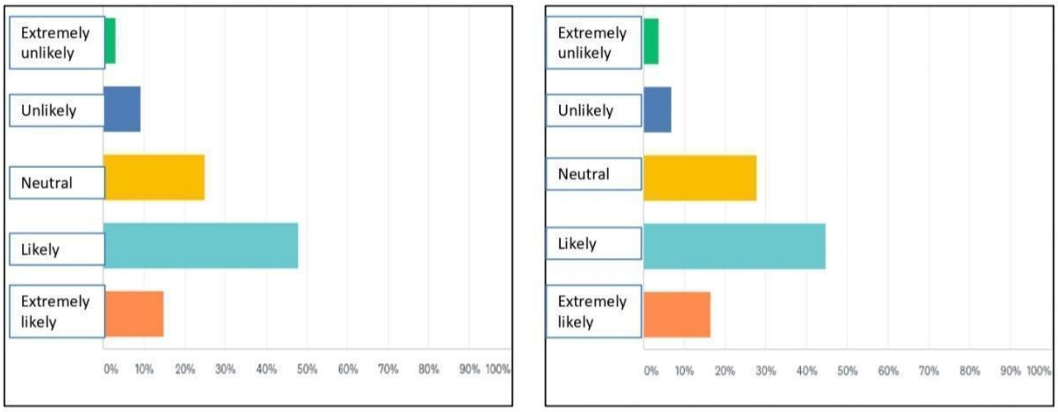

Figure 33. Tourists' response. Source: Own author (2021).

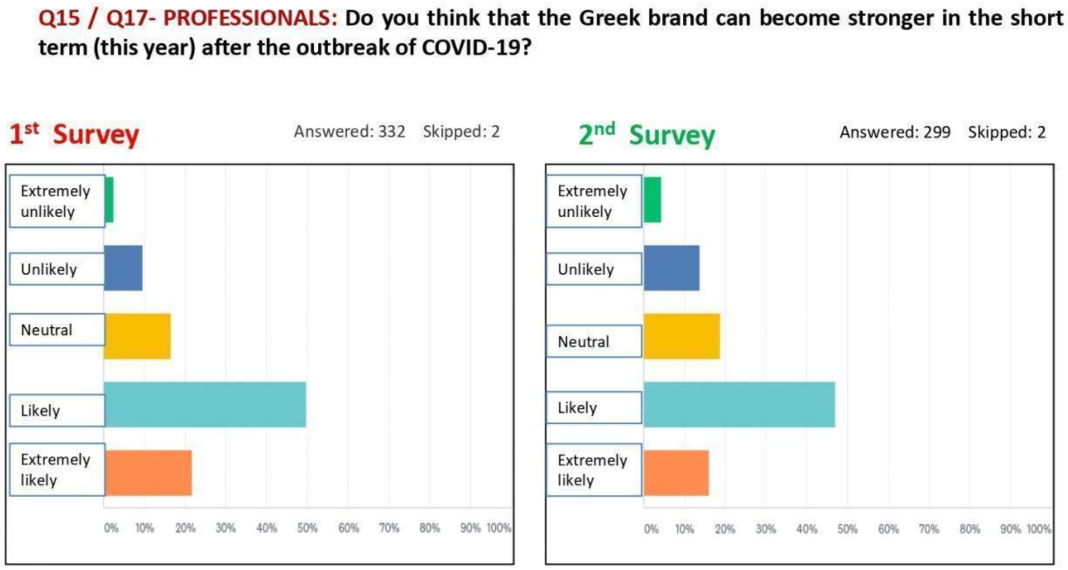

Figure 34. Professionals' response. Source: Own author (2021).