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- sett fra leders ståsted”

ENGELSK TITTEL:

"Business recovery, covid-19 aftermath in European hospitality.  
- From a leader perspective."

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# **"BUSINESS RECOVERY, COVID-19 AFTERMATH IN EUROPEAN HOSPITALITY. - FROM A LEADER PERSPECTIVE."**

## **1.0 ABSTRACT**

The aim with this bachelor thesis is to see crisis management, in the pandemic we are in, from the perspective of leaders in European hospitality businesses, with a focus on Norway and Greece.

Qualitative method is used as a main method for this thesis. It is based on research articles, tv interviews and nine interviews held, which support the results of this thesis.

The result show that there were few leaders who had a crisis management plan. The ones who had it, could show better results throughout the pandemic.

This thesis concludes that a crisis management plan is greatly advantageous for hotels. It also concludes that equity, low loans and low fixed costs, in addition to a manager experience and adaptability plays a large role in if a hotel manages to stay afloat in a time of crisis.

**Key words;** Hospitality, Aftermath, Crisis, Crisis Management, Recovery, Hotel-management, Pandemic, Strategy, Tourism, Greece, Recession, Social peace, Norway, Travel-ban, Re-start tourism, Political rule and decree.

## **1.1 Summary in Norwegian**

Målet med denne bacheloroppgaven er å se krisehåndtering, i pandemien vi er i, fra ledere i europeiske hotellnæringens sitt stå punkt, med forsknings søkelys på Norge og Hellas.

Kvalitativ metode brukes som en hoved metode for denne oppgaven. Den er basert på forskningsartikler, tv-intervjuer og avholdt ni intervjuer, som støtter resultatene av denne oppgaven. Resultatet viser at det var få ledere som hadde en krisehåndteringsplan. De som

hadde det, kunne vise bedre resultater gjennom hele pandemien. Denne oppgaven konkluderer videre med at en krisehåndteringsplan er veldig viktig for ledelsen av et hotell i krise situasjon. Den konkluderer også med at egenkapital, lave lån og lave faste kostnader, i tillegg til ledererfaring og omstillingsevne, spiller en stor rolle for overlevelse av hotellet.

## **1.2 Acknowledgments**

This thesis marks the end of my bachelor's degree in Hotel Management at the University of Stavanger. I would like to take this opportunity to express my gratitude to my colleagues in hospitality that has volunteered for interviews and wonderful advisor Truls Engstrom for all advises, Teams-meetings and for always being there for me and providing me with constructive feedback, support and guidance. Secondly, I would like to acknowledge hotel managers, and their respective organizations for valuated contribution with, skills, insight and data to the thesis and their participation and willingness to share knowledge and information of great value. We highly appreciate their availability despite a global pandemic and the current situation. I hope also our talk contributed to the recovery.

I would like to thank my family, mostly Anna and Andreas for love, patience and motivative help, doing proofreading and assisting throughout the whole process. I am grateful for your constant support and inspiration. Finally, but not lastly, I would like to give a warm thank to all my friends, staff at university and co-students who have helped and assisted during these three years of study. Working on this thesis has been challenging at times but also a wonderful journey that showed me the value of discussion, good teamwork, and insight to the business of hospitality.

“It is in changing that we find purpose.”

— Heraclitus

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## 2.2 VOCABULARY

**Crisis** - comes from the Greek word, Krisis – κρίσις which again derivates from the Greek word, κρίνω (krínō, “I decide”). So, we can safely say that Crisis has something to do with decisions. Anders Holt a Norwegian philosopher says, Krisi has a double meaning, it means both danger and at the same time opportunity.

**Crisis management** - is the actions that are taken to deal with an emergency or difficult situation in an organized way, or the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders.

**Crisis management plan** - Crisis Management Plan refers to a detailed plan which describes the various actions which need to be taken during critical situations or crisis. Any plan prepared by superiors, members of crisis management team and related employees to help organization overcome crisis in the best possible way is called crisis management plan.

**Pandemic** (of a disease) existing in almost all an area or in almost all of a group of people, animals, or plants. To declare a pandemic, it needs to cover an entire area and affect all the people in that area.

**Hospitality** - The hospitality industry is a broad category of fields within the service industry that includes lodging, food and drink service, event planning, theme parks, and transportation. It includes hotels, restaurants, and bars.

**HoReCa** - is short and consist of 3 descriptions Hotel, Restaurants and Cafes.

**UNWTO** – Is an acronym for United Nations World Travel Organization.

**EHL**, Ecole hôtelière de Lausanne, Switzerland

**EEA** - The European Economic Area Agreement. (EEA) is the cornerstone of relations between Norway and the EU. It brings together the 27 EU member states and the three EEA Efta states Norway, Iceland and Liechtenstein in the internal market governed by the same basic rules. (Government, 2021)

**EFTA** - European Free Trade Association

**EU** - The European Union is a unique economic and political union between 27 EU countries that together cover much of the continent. (EU, 2021)

**FHI** - Norwegian Institute of public health

**Schengen Area** - signifies a zone where 26 European countries, abolished their internal borders, for the free and unrestricted movement of people, in harmony with common rules for controlling external borders and fighting criminality by strengthening the common judicial system and police cooperation. (SchengenInfo, 2021)

**SSB** – Norwegian statistics agency

**GDP** - gross domestic product

**Kathimerini** - Greece largest and one of the most acknowledged newspapers

**ELSTAT**- Hellenic Statistical Authority (Ελληνική Στατιστική Αρχή).

**RevPAR** – Revenue per available room – is calculated by multiplying a hotel's average daily room rate by its occupancy rate.

**NSD** – Norwegian center for research data (Norsk senter for forskningsdata AS).

**ADR** – average daily rate, is calculated by taking the average revenue earned from rooms and dividing it by the number of rooms sold.

**OTA** – Online Travel agent.

**MICE** - Meetings, incentives, conferences, and exhibitions. Tourism segment.

**WHO** – World Health Organization, is a member organization within the UN.

**UN** – United Nations

**OCC**- It is a Hotel KPI calculation that shows the percentage of available rooms or beds being sold for a certain period of time. Occupancy.

**KPI** - Key performance indicators

**COVID-19** - is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.'

**SARS** - Severe Acute Respiratory Syndrome: an acute respiratory illness caused by a coronavirus, characterized by fever, coughing, breathing difficulty.

**Accor S.A** - is a French multinational hospitality company that owns, manages, and franchises hotels, resorts, and vacation properties. It is the largest hospitality company in Europe, and the sixth largest worldwide

**Nordic Choice Hotels** - is the Nordic region's second largest hotel chain with just over 200 hotels in Scandinavia, Finland, and the Baltics.

**Dagens Næringsliv** - nationwide Norwegian economic paper.

**Post Active Point** - a post-active point in time can also be observed where the event is no longer of general public interest.

**Laymans terms** - Definition of layman's terms: simple language that anyone can understand.

### **3.0 INTRODUCTION**

The last year and counting, the entire world have been put through the worst pandemic since the Spanish flue in 1918-21. A crisis has emerged for humanity, businesses, and governments. A constant flow of decision, recommendations and decrees from authorities follows. The tourist and hospitality industry are among the industries hardest hit because it's a human-to-human business, and travel dependant. Crisis management is needed, both for hospitality and governments, but it seems not to be coordinated on a global level for governments. Countries are showing more self-interest with closing its boarders to non-residents or citizens, followed by full lock down and travel ban. Leadership and management are key factors in handling crisis. Management and strategies for the survival of each single hospitality business is crucial now. A crisis appeared without notice.

#### **3.1 Research question**

The aim with this bachelor thesis is to see the current Covid-19 crisis from the perspective of leaders in European hospitality businesses, and their strategics, crisis management, and thoughts on recovery and aftermath. with a research focus on Greece and Norway.

##### ***3-1.1 Delamination***

This study is limited to the hospitality industry and the hotel director or owner's management of the acute crisis caused by the Sars-Covid pandemic. The research around guests, stakeholders and staff's consideration of the effect and potential aftermath has been excluded.

##### ***3.1.2 Limitations***

Due to the ongoing pandemic, the study was based on interviews of carefully selected individuals. These individuals were chosen because of their position as a general manager of a



hotel and their experience. Data collected through in-depth interviews were further limited to two countries as reference to the average hospitality industry in Europe.

### ***3.1.3 Scope***

This thesis will investigate the crisis management protocols and plans from hotel managers actions, behaviours, and their point of view. How a manager plans, and their leadership can affect the recovery and aftermath from the Covid-19 pandemic.

The task is to find answers, solutions and challenges from the managers view around the crisis and its recovery for the hospitality. It is a bachelor's thesis that has a limited scope and target only to scratch the surface of the research topic. The research questions are:

***How does the pandemic affect the hospitality industry and its ability to resurrect?***

***What will the consequences of the pandemic for the hotel industry be?***

With subtopics to discuss around the main questions.

1. What solutions and strategies are most sensible to reduce the consequences of crisis?
2. How is Crisis management considered, is a crisis management plan implemented?
3. How to facilitate recovery and attract customers back to hotels – Strategies?
4. What should be communicated to employees?

## **3.2 Current situation**

*“The phase of an acute crisis is the period of time in which the destructive effect of the Crisis is perceived, and the company strives to cope”.* (Dirk, 2011)

### **3.3 Background to the research**

Europe has introduced curfews in most of its countries. HoReCa businesses are suffering. Hotel managers are, at best, maintaining and keeping partly open some hotels. There is a lack of crisis management around Europe, both governmental and within hospitality businesses. There seems to no strategy or contingency structure in place in case of a pandemic. Tourism and business travel is set on hold, travel bans are implemented, facemasks and curfews are the new normal. At the time of this thesis we are in the third wave of the pandemic, “the mutated virus wave “, and vaccination is not even halfway through.

On 30 January 2020, the WHO declared the outbreak a "serious incident of importance to international public health". The declaration is intended to strengthen the World Health Organization 's coordination of efforts against the further spread of disease caused by the new virus. Source; (Norwegian Institute of Public Health (NIPH), 2021).

On 12 March 2020, the WHO declared the outbreak a pandemic.

Following Monday 16 March 2020, the EU forbade all travel and hospitality businesses or any business with human-to-human contact to be open for business -- a full “lock-down”. This included the territories of the Norwegian and Greek government. This lock down was the harshest and strongest intervention against the European population since the war in 1935-45.

After a tough spring in Europe, which saw its borders closed, cities in lockdown, and tens of thousands of deaths from COVID-19, early signs of normality were appearing at the start of summer 2020. On June 15, some countries in the Schengen zone, started lifting their internal travel bans. On July 1, most E.U./EEA countries also opened their borders to 14 “safe”

countries outside union with low infection rates. That list did not include the U.S or China, which hospitality industry in Europe heavily depends on.

At the end of October 2020. The situation regressed quickly. Spain and France both passed the one-million-case mark of infected people and entered second lockdowns.

As of October 12, the European Union adopted joint travel restrictions to better regulate travel across member states.

## 4.0 THEORY SECTION

Research and historical data have shown that crisis is occurring with increasing frequency.

(Dirk, 2011) Financial instability, high world debt, mutated and aggressive viruses, then lead to epidemics or as now pandemics. This combined with increasing climate changes, trade wars, and digital warfare gives managers more crisis to deal with.

### 4.1 Crisis Management

All recent crisis the last 20 years together, are not even close to be compared to the impact Covid-19 has had according to (UNWTO, 2021).

Crisis management seems to be a forgotten tool in hospitality. This sector is sensitive to crisis compared to other economic sectors. Therefore, crisis management must play a significant role in operations of hotels and hospitality.

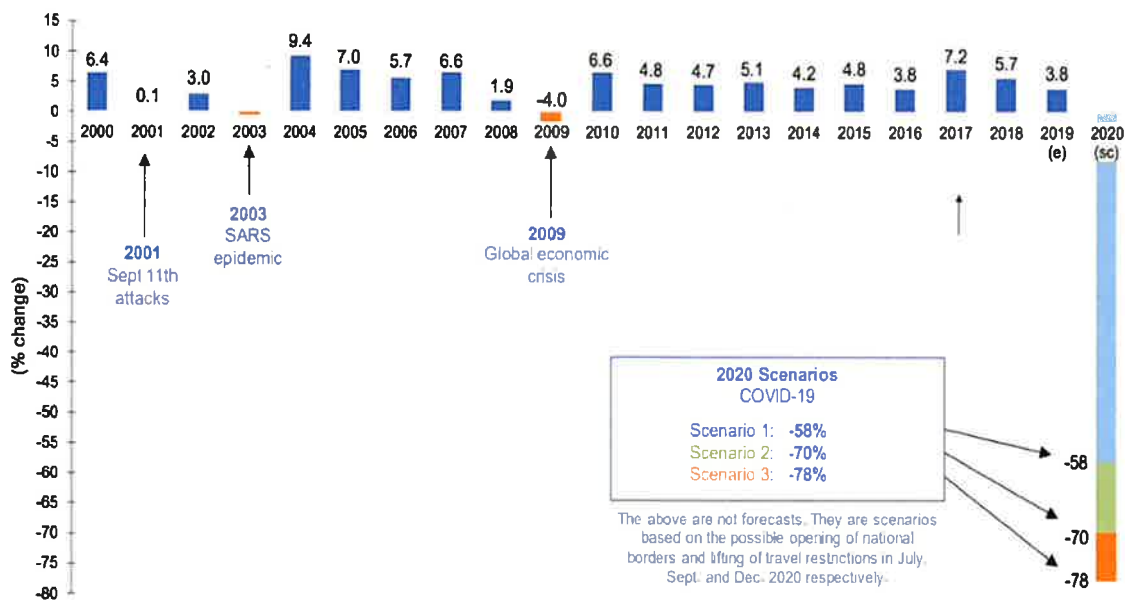


Table 1 Table chart showing the last 20 years changes in % to the hospitality business area. Data from UNWTO webpage.

The table above show that the Global economic crisis in 2009, the SARS epidemic in 2003 or the terror attack in Washington in 2001 did not made such a devastating impact to the travel and hospitality industry as the current crisis has.

The impact has put the industry into a deep crisis. With an economic set-back, bankruptcy for many and a social impact with loss of jobs. Where people potentially need to change business segments, and the future is very unsure for the rest and other stakeholders.

Without knowledge of crisis management strategies or experience, any crisis is more difficult to handle.

#### ***4.1.1 Aftermath Study and lessons learned from the terror attack in Washington in 2001.***

Crisis Management and Recovery - How Washington, D.C., Hotels Responded to Terrorism study puts emphasis on the importance of the leaders of hospitality to be public and reassure the public to reduce and alleviate the crisis (Greg, Yu, & Armoo, 2002) This should not be done before the crisis have come to a situation where it's under control, completely. Making steps towards recovery can be started with funding, aid or developing acts from the government. Launching a recovery marketing plan to stakeholders and staff. A too early start of the recovery process will have the opposite effect. The main lesson to take from the study of the crisis in 2001 is that recovery must not start too early according to (Greg, Yu, & Armoo, 2002) .

Another lesson from the study was the vital need of a plan to make correct action at the right time. The study promotes a crisis management plan as a key element of success.

Typically, customers who *have compelling reasons to visit or who live closest to the destination will be the earliest visitors to return.* (Greg, Yu, & Armoo, 2002) *Marketers must identify target markets that are most likely to travel to the destination, remind prospective customers of the great reason to visit, and if possible, create some new reasons or events to generate visitation.* (Greg, Yu, & Armoo, 2002).

#### ***4.1.2 Aftermath of SARS crisis in 2003 with similar outbursts in China***

(Johnson Tew, Lu, Tolomiczenko, & Gellatly, 2008) have investigated and concluded around the aftermath of the last SARS disease outbreak SARS outbreak in 2003 was devastating mostly for America and not the same impact as the current outbreak on Europe and globally. It was classified as epidemic. The study highlights the need for studies like this thesis “*the SARS epidemic gave researchers an opportunity to examine the effectiveness of strategic management in dealing with a highly uncertain event. The two sectors most directly affected by the SARS outbreak were the tourism industry and the health care and social assistance sector.*” (Johnson Tew, Lu, Tolomiczenko, & Gellatly, 2008)

The aftermath of the crisis in 2003, confirms the lack of a crisis management plan in the hospitality industry, key message from the study “*To be unprepared and unable to handle the fallout from an event such as SARS would have a devastating effect on the local economy and tourism industry, particularly as its focus is on international visitors.*” (Johnson Tew, Lu, Tolomiczenko, & Gellatly, 2008)

#### **4.1.3 The aftermath of global economic crisis in 2008**

(Sarıışık, Sarı, Selahattin, & Halis, 2011) gives us knowledge on the recovery from the global recession and economic crisis that impacted the world and the hospitality business.

*“International tourism receipts reached \$852 billion corresponding to a decrease in real terms of 5,7% on 2008, while tourist arrivals fall down 4,2% globally in 2009 “It could be said that, the reformative effects of tourism sector, especially in crisis periods, will bring national and international economies liquidity”.* (Sarıışık, Sarı, Selahattin, & Halis, 2011).

The study concluded *“the results of this study show that 2008 global economic crisis hit very hard all sectors operating in Turkey. Beside this, tourism sector (hotels & restaurants) picked up quickly by the last quarter of 2008”.* (Sarıışık, Sarı, Selahattin, & Halis, 2011)

#### **4.1.4 Study: An academic look into the effects of crisis on Greece.**

Another study that can give us some more insight is (Soulтана, 2012) *“With the main lesson that emerged from our survey is that the Greek hoteliers can survive a recession, by offering qualitative services, by preparing careful plans focused on guest and employee satisfaction, and by implementing a consistent pricing policy as well as an effective revenue management”.* (Soulтана, 2012)

#### **4.1.5 Current academic and scholars review of the Covid-19 pandemic towards hospitality.**

Several Covid-19 studies have been presented shortly after March 2020 about the aftermath, recovery, and impact of the pandemic on the hospitality industry. Some relevant studies for this thesis bring up these following points: *“The global panic associated with COVID-19 may have enduring consequences on travel. Effective strategies are necessitated to boost traveller’s confidence and to help businesses recover in a timely manner after this public*

*health crisis. The hotel industry's resilience and sustainability can be solidified by addressing diverse consumption needs and taking steps to transform adversity into opportunity.*" (Jiang & Wen, 2020) *"Thus, while the need for government support is a common observation, failure to have contingency plans that include prompt economic relief, especially in case of a resurgence in this or other health concerns, could have extremely painful consequences for the long-term recovery of the hospitality, tourism, and other industries.* (Alonso, Kiat Kok, Bressan, & O'Shea, 2020) *"Further, many businesses became inoperative, and the focus shifted on compliance and future protocols, as well as reflecting upon the future of the business.* (Alonso, Kiat Kok, Bressan, & O'Shea, 2020). This can show us that most of the hospitality businesses, lack a crisis strategy and have not had or not implemented a crisis management plan before the pandemic crisis outbreak or impact in 2020. *"Findings illustrate ways in which participants acted upon severe restrictions and challenges, quickly reverting to practical and pragmatic means to maintain vital cash-flow and safeguard their livelihoods.* (Alonso, Kiat Kok, Bressan, & O'Shea, 2020) *"In the field of tourism, the repercussions for Spain, as a leading country in the world in terms of tourism competitiveness, receipts, and inbound tourist, are going to be enormous. The fall in tourism GDP, tourism employment and tourism income will be of a magnitude never seen before"* (Rodrigues-Anton & Del Mar Alonso-Almeida, 2020) This is a fact that is valid for the hospitality industry throughout Europe. Greece is also a leading country in the terms of tourism and for Norway, which are dependent on international tourist due to the insufficient local tourism, this is of high relevance. *«In order to restore confidence in tourists, the tourism sector in general, and the hospitality industry in particular, have mobilized with the aim of protecting tourists from the virus by promoting—in the case of public and private tourism institutions—and implementing—in the case of hotel establishments—action protocols to make the stay of tourists in their facilities safer»* (Rodrigues-Anton & Del Mar Alonso-Almeida, 2020). These



actions are in accordance with a crisis management plan, such protocols need to be in place to maintain a business open and secure the guest towards disease and give the public and society trust in the business operated.

As one of the major hotel owner and key franchise-operators in Europe for Choice Hotel Corp, expressed Dagens Næringsliv on Wednesday 27. Jan 2021`s issue. – *You should never waste opportunities that arise in the difficult times*, says Peter Stordalen. After signing a major deal, by selling of one of the most attractive hotels in Copenhagen that he owned, the St. Petri Hotel to the American based hotel investor, Barry Sternlicht. This of course signalizes that change is coming due to the pandemic, and there is movement in the hospitality business due to the impact from the current pandemic crisis. Peter Stordalen with Nordic Choice Hotels lost NOK 1.93 billion before tax last year, says (Bøe, 2021). Even though Choice Nordic with, Stordalen is showing his optimism of taking advantages at opportunities from our current crisis, my guess is, he wouldn't want to sell, but due to the major losses and a keen desire to survive he adapts and tries to follow the quote from "Survival of the fittest" (Spencer, 1864).

The Accor S.A. Hotels CEO Sebastian Bastin says in a recent interview to (France24, 2020), how dependant the hotel business is on the small cafes, taverns and restaurants that create the atmosphere of the towns and city areas. Without them, tourism will not be the same and says the industry is 60 % distressed and 40% optimistic. He says that we need to flip those numbers so that the future and recovery will come.



Figure 1 CEO AccorHotels. S. Bastian. Source: France24

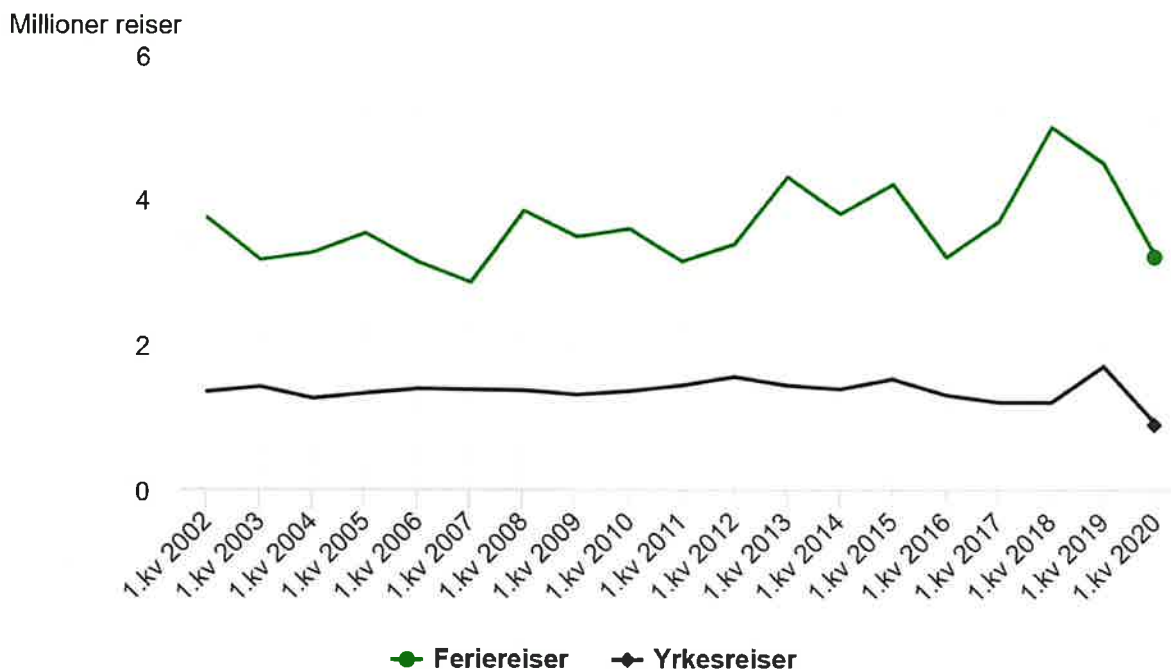
## 4.2 Impact from the crisis

The key to progress and recovery lies within each single business unit leader and staff. Still when the government holds the ruling factor to the crisis recovery, it will according to history most likely be an uneven and unfair recovery. Therefore, one should not only depend on the government to handle the crisis

### 4.2.1 Key figures

The tourism industry has suffered a great reduction and impact on their revenue during 2020 and even more in 2021, going to a crisis from one of its best years in 2019. For the Hospitality sector, the fall has been about 50-70 % 2020, and 2021 as one is 80-90% fall in KPI figures.

**Figur 2. Yrkes- og feriereiser, 1. kvartal**



Kilde: Reiseundersøkelsen, Statistisk sentralbyrå.

Figure 2. Work and leisure travel 1Q period 2002 until 2020-. from: Norwegian statistic institute SS

For Greece the impact has been greater and more devastating than the impact in Norway, according to SSB and Elstat statistics. Greece is also a much larger and developed tourist destination than Norway and the tourism in Greece represents 1/3 of the Greek GDP. Greece is more dependent on the tourism industry, directly and indirectly. Tourism accounted for between 47.4 billion and 57.1 billion euros, or 25.7 to 30.9 percent of GDP according to a report that Kathimerini has presented. (Bellos, 2019)

As for the hospitality leaders the challenges are the same, they need to keep the business operative, and have strategies for survival during crisis, maintain revenue and implement crisis management, keep the staff available and the businesses prepared. At the same time, they must do necessary measures for survival; like put staff on leave without pay and reduce cost.

Month	2019	2020
<b>Jan- Sept</b>	<b>53.9</b>	<b>34.9</b>
<b>January</b>	16.8	25.6
<b>February</b>	18.4	29.1
<b>March</b>	1.5	16.4
<b>April</b>	26.8	14.8
<b>May</b>	45.9	22.4
<b>June</b>	65.0	11.9
<b>July</b>	72.9	30.1
<b>August</b>	76.0	52.8
<b>September</b>	63.5	39.3

Figure 3 Occupancy rate in % for the Hospitality industry in Greece 2019 and 2020

ELSTAT shows a catastrophic decline of as much as 97% from the 2nd quarter of 2019 to the 2nd quarter of 2020, within hotel accommodation (ELSTAT, 2021)

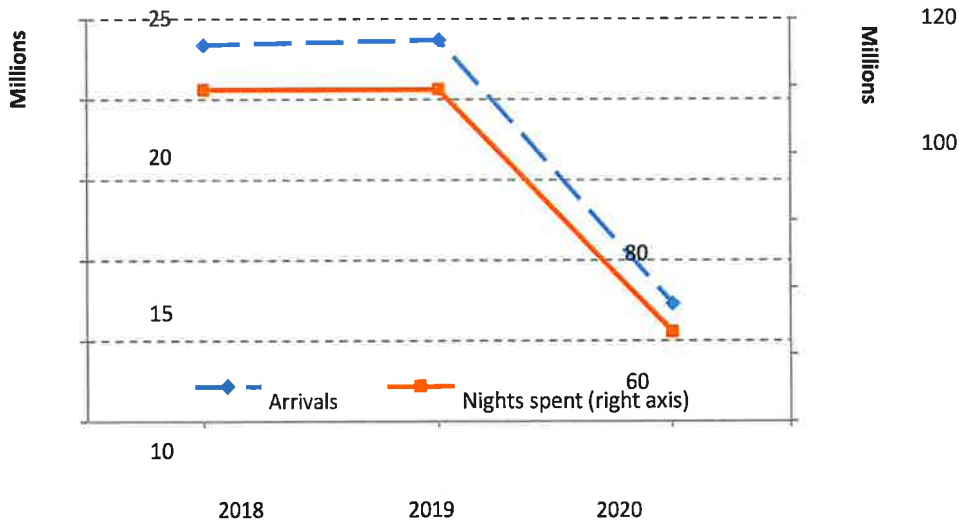


Figure 4 Arrivals and Nights spent in 2019 Greece. Hentet Elstat

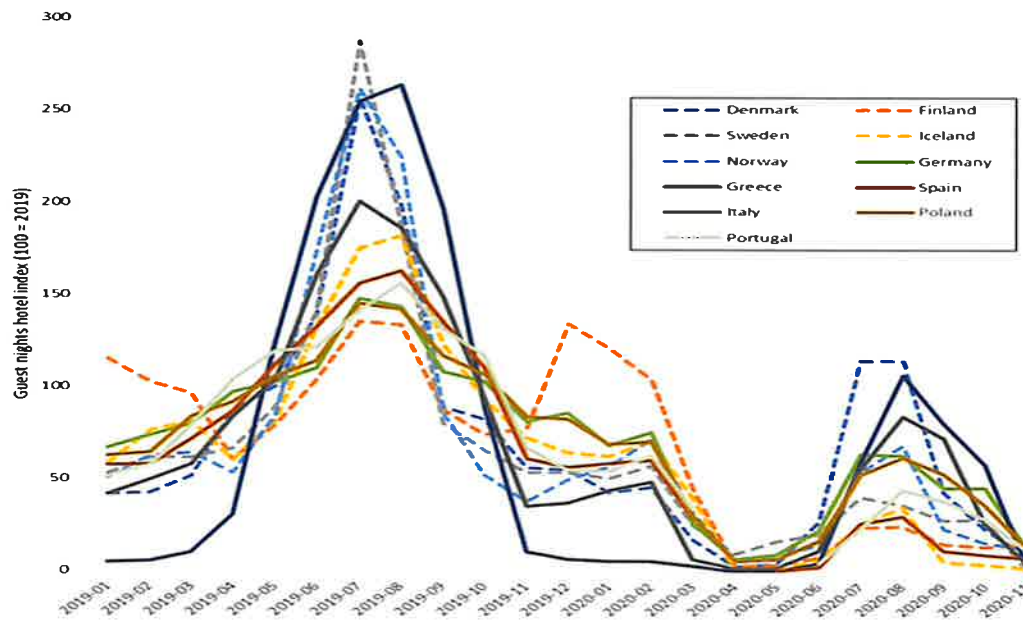


Table 2 Eurostat Guest nights hotel index.

Greece as one of Europe largest tourist destination with 32 million visitors in 2019 and Norway as one of the smallest with 6 300 000 visitors, 2019 (UNWTO, 2021) gives an overview of the hospitality businesses size, and how many people are affected.

### 4.3 Recovery process

*When the emergency conditions have subsided, managers must begin the recovery process.*  
(Greg, Yu, & Armoo, 2002)

As the EU, and EEA gives indication through their leaders to begin the slow, phased process of reopening. They hope that the travel ban can already be lifted in May 2021, because the vaccination process is moving forward with great results. There are positive signs of a returning demand in hospitality. It will still take some time for things to stabilize into the “new normal”. In terms of time, we speak of more than one year according to (Dirk, 2011) His book explains about recovery phases and about the post active point. Another key quote

to consider is “*there is no returning to normal after COVID-19. But there is a path forward*”.  
 (Albani, 2021)

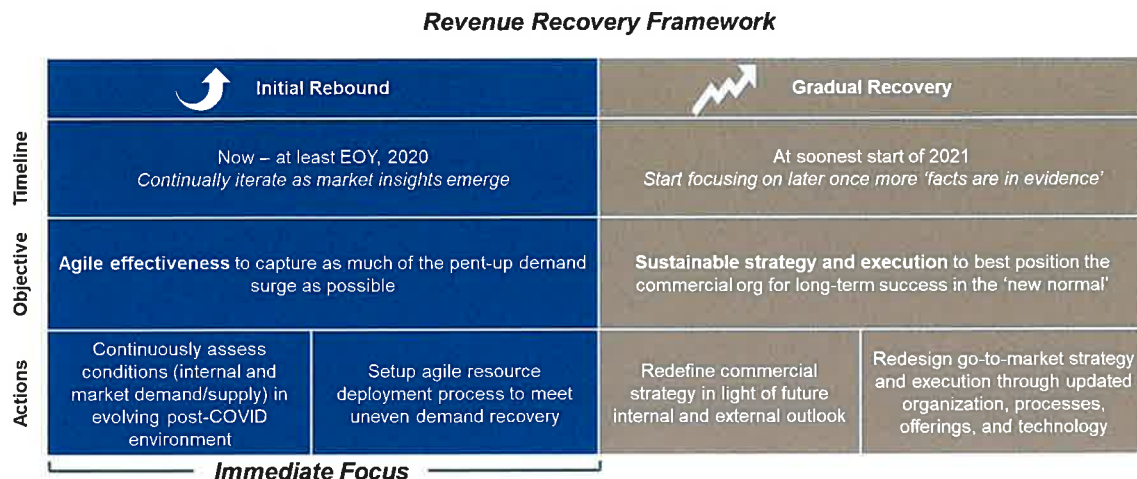


Figure 5 Revenue Recovery Framework. Source: PhD. Cornell Univ, Kelly McGuire, Principal Washington, D.C.

Dr. K. McGuire promotes “the five truths” after the recovery from the pandemic. The truths being:

1. “the customer journey is broken” or in leimans terms our travel habits are changing.
2. “national is now local», people will choose to travel closer to their home country.
3. “hotel company that returns must be different”, health and safety focus, that hospitality leaders need to have a clear, visual message and strategy towards their guests.
4. “digital transformation is in full force”, guest want a more contact free stay.
5. “industry dynamics are shifting”, guest will have other demands than before.

The conclusion of the article *Five keys to the hospitality industry’s recovery* states that “*The hotel industry, like the rest of the economy, will emerge into a different world than we left it in March 2020*”. (McGuire, 2020)



Greek Tourism Minister Harry Theoharis told Reuters that he is sure Greece will have a better tourism year in 2021 than in 2020. (GTP, 2021) He confirms that Greece will open for tourism and welcome all to Greece from 14<sup>th</sup> of May 2021. The government will demand each traveller to document that they are free of the disease.



Figure 6 Greek Tourism minister. Source GTP

On the contrary to the Greek government, tourism or travel was not the main themes in the recovery plan that the prime minister of Norway presented. The plan does not include any fixed dates, or other key points for the tourism industry. The Norwegian process seems to follow the EU strategies for recovery, based on vaccination level is achieved according to EU goal. (Norwegian Government, 2021)



Figure 7 Norwegian Prime Minister. Source Torstein Boe / NTB

Covid-19 is still classified as a pandemic by the WHO, and therefore the situation is uncertain, and a recovery for hospitality cannot be seen achieved fully in near future.



Figure 8 Director-General of the World Health Organization (WHO) Dr. Tedros Adhanom

## **5.0 METHOD**

The paper has firstly focused on the past to see how the business has recovered from similar negative events or crisis. Further it was needed to research and investigate businesses that have experienced this crisis first handily, search out and investigate the facts. The intent was to search out the facts and find answers with interviewing some carefully selected hotel managers that are amid the crisis. Then be able to further build answers by analysing some of the many academic research articles that have been published since the pandemic were announced in March 2020. Could the results bring a wider understanding of the current crisis and the potential aftermath? The intent was to compile and use all this information collected, to discuss, search-out and find answers to the research questions.

### **5.1 Research method**

The research has been qualitative and have collected some historical data on recovery and aftermath from crisis that has affected hospitality industry, analysing, and interpreting academic articles, with regards to aftermath, crisis management and the phase during the crisis. These studies have provided a knowledge and information on how the industry dealt with major crisis historically. This again has been used to understand the initial and current phase of this current crisis.

#### ***5.2.1 Pre phase***

Interviewing and observation are the two methods used in this research to collect the qualitative data as part of the research study. A two-pilot study was firstly conducted before actual interview assignment started, to test time and questions and if the target would be achieved. After the pilot phase, some minor changes were made, and some follow up

questions were added to direct the questionnaires in line with the data needed to find conclusions to the research topic.

### ***5.2.2 Method of data collection***

All the data were collected through 9 semi- structured in-depth interviews with hotel directors, owners, or managers. All interviews were recorded and analysed.

A combination of deductive and inductive is used with the main theme of the pandemic-crisis aftermath to hospitality industry. Content and qualitative description method were selected– Thematic interview method.

### ***5.2.3 Legal***

All interviews were applied for and approved by the NSD. The license is attached to the study, attachment one.

## **5.2 Interviewee selection**

The area of research was the European hospitality industry. Greece and Norway were selected as the research selections, due to the convenience in my connection to those countries.

Another factor for the choice is the large differentiation in impact from the pandemic onto these two countries. Greece hit very hard economically, and with not the same aid and support given from the Norwegian government. Both countries had a hard and devastating impact to the hospitality industry, with hard government measures. The countries also represent the most northern part of Europe, with the northernmost point Rossøya on Svalbard, and the most southern part of Europe with the Island Gavdos south of Crete.



### ***5.2.1 Interview candidates***

The research was limited to be from a leader's perspective, through interviews with hotel managers, directors, and owners. Both countries are relatively small within Europe and both are very depended on international tourism. Since *“locals travel out of the country to seek vacation, both on tourist level, and from business travel, they have a small local tourist attraction”*. Source: adapted from Eurostat, Elstat and SSB.

### ***5.2.2 Interview time frame and implementation.***

The interviews were conducted in throughout all of March 2021. The interviews were conducted through internet meetings or meetings in person.

### ***5.2.3 Interview candidates' selections criteria.***

9 interviewees were selected based firstly on their position as the manager or owner of a hotel, then based on expertise and knowledge about the hospitality industry. Secondly the hotels were selected due to their locations, and if they were a part of a chain or privately owned. Each interviewee had an opposite interviewee, except the interviewees from the travel organization, were an equal could not be found in Greece. All candidates have between 15 to 30 years' experience from the hospitality industry. The selection of interviewees includes 2 hotel owners, 4 hotel managers/directors, where half is from a chain and the other half is from privately owned hotels. Then lastly as a control to the main selection, I have chosen one from a travel organization that rent and operate hotels for charter tourism.

### ***5.2.4 Interview validation and comparison.***

The interviewees were validated and compared to interview data from a publicly held

interview with two hotel managers, one from Norway, Oslo and one from Greece, Santorini, respectively held by TV2 and France24.

### **5.3 Data Analyses**

The interviews were recorded and transcribed. The transcripts were examined in detail to identify the uses and gratifications pertaining to why or why not hotel leaders use crisis management plans. If the managers consciously or indeterminately use strategies and social responsibility towards guest and staff. Transcripts were examined also for information that prove to be salient in determining why hotel leaders take different strategic choices, that again affect consequences, reversal, recovery, and management. All interviews where recorded and the verbatim transcripts of the interviews were compiled in both a word document and Excel spreadsheet and analysed.

#### ***5.3.1 Analysis of data***

Data collected were analysed using grounded theory and a thematic analysis approach. Firstly, the event leading to the crisis was investigated. Further it was research into the past to find clues or answers that could help understanding the current crisis and ways out of it. That also helped with figuring out relevant questions to ask in the interviews.

#### ***5.3.2 Tools or materials***

Equipment used in the research were limited to a recorder, notepad, observation, and interview techniques from both the Norwegian schoolbook *Metode og Oppgaveskriving* by Dalland and *The Practise of Social of social Research* by Earl Babbie. The book *Crisis*

*management in tourism industry* by Dirk Glaesser has been instrumental in giving me knowledge on the subject for research.

#### **5.4 Research choice**

Qualitative research is a more experiential and focused approach to capturing leaders feeling and views. Also, it will undoubtedly have value, but not without challenges. The main value is a better approach that involves understanding and exploring how groups and individuals attribute social and human problems, regards to the challenge its more about “the reliability of qualitative research, effects of other macro policies, methodological issues and rigour in qualitative research, inclination of policy makers and donors to empirical evidence as well as resource limitations are some of the limitations faced in this respect” (Ramadhan.Hizaamu, 2015). Therefor this study has used other studies and the media’s coverage to get a more fully understanding of the research question.

##### ***5.4.1 Strengths and weaknesses with the method chosen.***

The strengths are that a qualitative research can capture changing attitudes within a target group such as crisis effect on management, or attitudes to restrictions and limitation in the business due to the crisis. Qualitative approaches to research are not bound by the limitations of quantitative methods with only numbers to present, the qualitative approach have the advantage of observation. It is easier to add context to the topic and perhaps explain something which numbers alone are unable to reveal. A more flexible approach. During the research one can quickly adapt questions, change the setting or any other variable to improve responses.

For this study the qualitative method far out passes the quantitative in obtaining the results for the research.

The weaknesses can be the sample size. If you seek to infer from a sample of, for example, 200 employees, based upon a sample of 5 employees, this raises the question of whether sampling will provide a true reflection of the views of the remaining 97.5% of the company?

Another argument against qualitative methods alone is that researcher or student tasked with finding the views of the hospitality workforce may be influenced both consciously and unconsciously, to select a sample that favours an anticipated outcome, so one needs to be aware of that. Another issue is the act of bringing together a group or person is inevitably outside of the typical 'norms' of everyday work life and culture which may influence the participants in unforeseen ways. This can put the interviewee on alert so that they might not answer truthfully. A typical weakness is also to ask the right questions. To distance question from only informative to actual withdraw key-answers, knowledge, pattern or actions, so that insight may be missed.

#### ***5.4.2 Reason for the method of choice.***

Qualitative research methods in attempt to discover what is assumed to be a dynamic reality while focusing primarily on understanding specifics as opposed to generalizing universal laws of behaviour (*Babbie, 2007*).

The qualitative method was chosen because it is based on better use for understanding views and perceptions. There is also a lack of quantitative data available. With the qualitative

method the respondents can freely disclose their experiences, thoughts and feelings without constraint when doing an in-depth interview, which again gives better research data.

#### ***5.4.3 Methodology limitations***

The two main limitation is the number of respondents in the data collection, and the narrow areas of research. The fact that the crisis is still acute and ongoing. The SARS-COVID disease is still untamed and not under control. It is still classified as a pandemic throughout the world. That limits the research in where hospitality leaders can't forecast the length of crisis and then the effect and possibilities for a recovery. Therefore, the results of the qualitative research can't be verified. There is also a lack of previous research on this topic. Another key limitation is that the research is not statistically representative.

#### ***5.4.3 Theoretical saturation***

After completing 9 interviews and with a wide sample from both countries within the business sector. The research reached a point where could state that the data of the sampling were sufficient. More data will not lead to more information related to the research questions.

## **6.0 RESULTS**

The results are composed of what was found in other researcher's articles, in the literature connected with hospitality and crisis management and the interviews collected.

### **6.1 Research**

There are three reasons why the results show that hotel managers believe they will do better in the future:

- 1) We are beginning to see the end of the pandemic, and we believe it will follow economic growth in the wake of Covid-19.
- 2) Cost cuts have already been taken sharply, and bankruptcies have occurred and will continue to occur by the end of the year (reducing room availability), and earnings in hotels and tourism will improve, in line with the vaccination gaining momentum and travel restrictions disappearing towards the end of the year.
- 3) The major stimulus packages will continue, which will create activity in industry, business, and several other initiatives. Which all will contribute to an increased need for travel within work and vacation.

The collected materials are held up towards two interviews done on same terms as this paper interviews, but with another interviewer conducting them, respectively news channels:

France24 and Tv2.

### **6.1.1 Interviewee hotel owner Nektarios Papadopoulos from Angel Luxury Suites.**

The pandemic crisis has given unforeseen challenges. Even when the measures are followed and cared for, the limitations are held against them.

The business is hit very hard, and it's difficult to see any optimistic



Figure 9 N. Papadopoulos owner hotel Angel Luxury Suites Santorini, Greece

signs in this crisis, Nektarios says. This is much in line with the results from interviews. The government measures, information is not reaching target and goals.

### **6.1.2 Interviewee hotel owner Elisabeth Brochmann from Hotel Continental.**

She says the business segment is gone, disappeared and this was the main segment for her hotel. She has found other ways, but the pandemic crisis is devastating for the hospitality industry, and it's the industry that has impacted the most by the crisis, she claims.



Figure 10 E. Brochmann owner Hotel Continental Oslo, Norway

The Norwegian market has surprised her, and the guests she had last summer when she opened the hotel after being closed since March 2020, have been Norwegians needing city stay-cation, a change of atmosphere and she sees they pamper themselves with luxury suites and champagne. Maybe as a way of compensating, she adds.

She confirms what the interview candidates in this paper have answered about the issues and topics they have been asked about.

## **6.2 Key coding from the interviewees:**

A short summary of the hotels and leaders' views from interviews conducted with the 9 selected hospitality leaders.

### ***6.2.1 Hotel Director, Scandic Stavanger City Hotel. 03.03.2021***

*About the hotel:* It's located in Stavanger town centre. It's a part of the Scandic Hotel group AS listed on the stock exchange. They therefore operate differently, and the manager could not give specific details about the revenue.

*First word to mind with regards to the current pandemic:*

Challenging return to the 80's with regards to travel habits and prices. Running the hotel alone more or less! More focus on sale and marketing, new segments. More local tourism will focus more on local tourism in the future – better rates. Reduced staff, and occupancy rate with 70 %, but higher ADR rates.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

It changes the segment structure and will focus more on local tourism from now on, with better rates, but less occupancy.



*What will be the consequences of the pandemic for the hotel industry?*

We will return to the 1980 period pattern and habits. Both in pricing and capacity she assumes. With this meaning bankruptcy to follow and fewer providers of the services within hospitality.

*Observation:* On time and were not disturbed. Seemed not stressed, but you could notice it has been a lot of work. Honestly answered and participated good. She said straight away that she could not speak about revenue and figures.

### **6.2.2 General Manager / Owner, Proimos Maisonettes 08.03.2021**

*About the hotel:* Family operated and owned hotel with apartments, bungalow and hotel rooms. Located outside the city Chania, Crete in the tourism destination Platanias with beach.

*First word to mind with regards to the current pandemic:*

Difficult. Difficult situation. Did not have a crisis management plan. Will create for future. End of industrial tourism. More sustainable rates. More local tourism, also program to Greeks to travel within Greece from government, were the Greek government subsidized half the room rate for all Greek tourist during the summer 2020 directly to hotels. Will focus more on marketing the safety and hygiene aspect. Reduces occupancy rate with 70 % but kept ADR rates due to program. He believes mass tourism will disappear, or at least decline to more safe and smaller hotels.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

Further decline in mass tourism and “industrial” tourism (Charter, Cruise, non-sustainable tourism).

*What will be the consequences of the pandemic for the hotel industry?*

Higher rates and more focus on uniqueness. The mass-tourism, or industrial tourism will continue its decline, he predicts. He guest will search out smaller groups to travel and stay with, accommodation that can provide more space with less people will be preferred.

*Observation:* When we found the time to have our meeting, he was well prepared and took all the time needed to carefully answer and listen to my questions and we had a very good dialog. He responded and answered well and in-depth to all questions, we were not disturbed but could see he was tired from most likely high work pressure or long days. Answered honestly and precisely.

### **6.2.3 General Manager, Clarion Energy 10.03.2021**

*About the hotel:* Event hotel located outside of Stavanger city, on the event area for the region. The hotel has the second largest conference hall in the region, and capacity with approx. 200 rooms. It's a part of the Nordic Choice hotel group and operate under the group portfolio.

*First word to mind with regards to the current pandemic:* Difficult. Difficult situation and did not have a crisis management plan before – will take lesson learned.

Higher Average daily rate after pandemic. New guest segment, more local tourism. Digital revolution in hotel business. Reduced staff, higher occupancy rate due to quarantine – but lower ADR rates. He believes larger chain have more strength during crisis.

Not afraid about the staff that is laid off, the focus is that this staff is not educated for the future. New undergraduates and graduates are preferred.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

It changes the segments and possibilities, but there are new possibilities that needs to be grabbed.

*What will be the consequences of the pandemic for the hotel industry?*

Higher rates, and more diversified segments. Digital revolution, self-checking will come more and more. Service at an arm's length in the new hotels. Big impact, but he said he was a solution-oriented and creative to find guest.

*Observation:* He came ready dressed to go home but found a meeting room for the interview due to noise in the bar/lobby area. He participated openly and answered all questions.

#### ***6.2.4 Hotel Director, EilertSmith Boutique Hotel 11.03.2021***

*About the hotel:* Newly opened boutique hotel in the prime centre location of Stavanger, Norway. Next to the sea. Privately owned and operated only with OTA partnership with De Historiske Hotel.

*First word to mind with regards to the current pandemic:* Challenging and different. No crisis management plan at crisis impact, she says she has no plan on implementing a specific crisis management plan – but take lesson learned with into the future. It's almost a self-service boutique hotel – digital and paperless. New guest segment – 98% local or Norwegian guest. Lost staff and lower occupancy rate, but kept and increased rates all the way to 2021. Large tourism is declining, she thinks, a more unique travel experience is wanted – a safer environment with small hotels. Boutique and personal service hotels will survive better, she thinks. 20 % occupancy rate, and RevPAR is hurt badly. Hotel has been closed period of the

crisis, and now she only has guests on the weekends mostly, and they are all local tourists. She is highly dependent on gastronomy tourism, due to the Michelin restaurant in the hotel. Somewhat worried that many experienced staff go to other businesses.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

The hospitality industry will come back and grow even further than 2019 figures, more demand for unique hotels, special adventures, and less mass tourism. More sustainable tourism, more exclusive tourism, and more experienced tourism. People want “safe” hotel with not so many guests, more privacy and more personal touch.

*What will be the consequences of the pandemic for the hotel industry?*

Higher rates, and more focus on marketing and digital interactions between guest and hotel.

*Observation:* She was some minutes late, and they were busy in the hotel preparing for dinner guest dinner that evening. She stopped the staff several times to tell them to speak lower and not disturb us. She was smiling and feeling good, the Covid-pandemic was not a big issue for her and the hotel, they newly opened in 2019, and still were in a development phase. She participated well and gave input and explained. She enjoyed the interview. She answered honestly and fully.

#### **6.2.5 General Manager, Atlantica Kalliston Resort 5\* 15.03.2021**

*About the hotel:* Part of larger hotel chain corporation Atlantica. It's a luxury resort hotel, with bungalows, suites and hotel rooms on the beach just outside Chania, Crete – in Glaros beach.

*First word to mind with regards to the current pandemic:* Strange, very lengthy situation and exhausting. Too difficult. All staff are on leave. Much more work as General Manager, pressure to be creative, find ways to survive, and find new segments in sale and market. More focus on sales and marketing to recover, new segments business groups. As of now, the conference is outside of our seasonal opening. Staff are impacted severely, and the support from the government of 534 euro per staff is not sufficient, also next year it will be reduced working hours for our staff. Believe returning to pre-pandemic, will take many years – from 2023 we will see more normal figures, and from 2024 we can raise ADR, our room rates. To recover financially we need tourists to want to travel; it is a political recovery – when the authorities open – travel and tourism will start and recover slowly. 80% reduction in OCC, RevPAR is just a catastrophe. Devastating impact he says!

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

It will give us measures and protocols, a new way of running a business. Habits in our daily routines that we will have to live with and that will be the new normal.

*What will be the consequences of the pandemic for the hotel industry?*

New operating protocols and a new method of conducting our work, but guests will return.

*Observation:* He seemed a bit reserved but answered truthfully and came increasingly into the dialog. He was well prepared, had read all the questions and was on time. He did not turn on his camera.

### **6.2.6 General Manager, Havly Hotel 24.03.2021**

*About the hotel:* Privately owned and operated through a Christian foundation that focus on the absent of alcohol and dedicated to sailor or seamen's welfare. Located in the heart of Stavanger, on Holmen. The hotel is affiliated with the Best Western Hotel group, one of the largest in the world, but not widely known in Scandinavia. The Best Western also have Christianity routed into the business polices is there for a good fit. This is the only hotel of the interview that has experienced the last global virus outbreak, the last pandemic in 1918 – also called Spanish Flue that followed the first world war and lasted approximately 2 years.

*First word to mind with regards to the current pandemic:* Difficult times and had a deficit in 2019. 25% occupancy only in 2020. Rev PAR fell deep, and she survives only due to sunny equity and cost control. Jan - Feb 2020, were very good months and it looked very bright for her and the hotel. She is very optimistic and expects everything to be as before, unlike the others. She does not engage in sales or marketing and expects those who have used them to return, but she has low expectations for price. Very focused on price, and their only price strategy is low price.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

No more than that we will return to normal after the crisis, but here and now it is very destructive, and we lose money, but the hotel obviously has a lot of equity to take off as she is not worried about the hotel's operation.

*What will be the consequences of the pandemic for the hotel industry?*

Fewer business trips, she fears a price war after the pandemic. Quote: "Price WAR" – to come after the pandemic.

*Observation:* She was together with one member of staff painting the walls in the meeting room and was not prepared for the meeting, but they were friendly and open. She was content with the pandemic situation and was only waiting for it to pass, with no further worries.

### ***6.2.7 Hotel Manager, Ydalir Hotel 25.03.2020***

*About the hotel:* Privately owned and operated through a foundation under supervisory of the University of Stavanger, located on Campus, with near contact to major governmental authorities' offices. The hotel only works with OTA platforms, and direct bookings. Is not affiliated with any organizations or sales groups.

*First word to mind with regards to the current pandemic:* Saddened by the situation and feeling it is a necessity. Disappointed on behalf of the hospitality business, the support schemes and economic packages that the government are providing. He claims the large hotel corporation are the only ones that gain from the packages, with their abilities to switch between each hotel and corporate when applying for the support. He is generally positive, as with the Havly Hotel the Ydalir hotel is owned by a foundation and has no debt. He and his board are looking forward to the new hospital for Stavanger region to open close by and expect 90 to 100% occupancy rates from the opening, with better rates due to no competition now. He has decided to close the hotel for two periods during the pandemic, since he is not a town hotel for Norwegian tourists, even though he also had the best year in 2020 with regards to Norwegian tourists and better rates. He lost revenue with 70%, and his occupancy rate fell with  $\frac{1}{4}$  from 2019 figures. On 10 March 2020 he had full hotel 95% occupancy and the next day 11-12 March 2020 he had 5% occupancy. Average 25% occupancy rate after the pandemic hit. The months leading up to the pandemic were declared the best months ever. January, February and the beginning of March were full and with better rates than 2019. He

quickly reduced the rates after the pandemic hit but took them back to his average rates after a brief period. There was no need. Because there were no guest booking anyway.

With regards to the hotel's social responsibility, he says it is important and is speaking with stakeholders and employees monthly, and weekly to his board. His first hotel boss warned him, to be aware and to have a crisis management plan. Every five years there will be a crisis in the hotel business. So far, he has been right, Sagen says during his 15 years in the hospitality business there was a crisis in 2008, 2014 and now 2020.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

He believes there will be a price war after the pandemic clears up and that we are slowly returning to a new normal. Also, the MICE market is the segment that will lastly recover from the pandemic.

*What will be the consequences of the pandemic for the hotel industry?*

MICE is expected to be reduced, with less profitability for the coming years. The return to the 2019 figures is not before the end of 2023. He anticipates a price war between the hotels, with reference to what happened after the previous crisis, then thinking of 2008, and 2014, the Lehmann brother collapse and economic crisis, and the oil price collapse – both affecting the business segment tremendously.

*Observation:* He was prepared and ready, the interview was on Teams, but he used the camera and were actively speaking. On some questions, he passed, but most questions he answered. There were given some follow-up questions that he chose to not answer. He seemed in a good mood and was happy to participate.



### ***6.2.8 Hotel Manager, SansalBoutique Hotel Xania 29.03.2021***

*About the hotel:* Newly opened boutique hotel in the prime centre location of Chania, Crete. Next to the sea. Privately owned and operated only with several carefully selected OTA partnerships, and direct web booking.

*First word to mind with regards to the current pandemic:* Optimistic. First thought was for him to be optimistic and to focus on being a leader and guide through the crisis with optimism and strategy towards a new beginning. They are an all-year hotel, but due to the crisis they had to close the hotel when travel restriction was implemented. Affecting the hotel hard. Before the crisis they had 90% occupancy rate and rates are adjusted based on seasonal market effects, dynamic price strategy. He will not change the dynamic price strategy due to the pandemic crisis. So, he went from 90% occupancy rate to 0% and had to close the hotel due to the pandemic situation, he believes this was the only and right strategic move to do – reduce cost and put all the employees on leave. He added on that the government had a special program and the staff did not receive any salaries from the hotel. He didn't have to fire them, merely put them on leave and the government gave them a reduced salary support for that period. He has kept in contact with staff and tried to motivate them. He believes 2022 will be the turning point, but that this season will be better with a more prepared staff and guest to the pandemic “rules” and ways of acting. The Greek government are promoting tourism and are implementing protocols to maintain control while at the same time, opening the borders for travellers.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

He believes that only the hotels with strong owners and healthy finances will survive the pandemic, and those who manage to remain after pandemic will be the winners. He believes

that the pandemic's effect on hospitality is that businesses with large debt and/ or poor financial operations will go bankrupt because of the crisis. For the remaining it's a winning ticket and gives better options and ability to resurrect from the crisis.

*What will be the consequences of the pandemic for the hotel industry?*

We will have a different view of safety and hygiene in the hospitality industry.

The people will travel and are starved for a vacation. The aftermath will be that hotels with a sustainable management and good financial running will benefit from the pandemic in the long run. Better years are to come for the hospitality industry.

*Observation:* He was welcoming and open minded to the situation and helping with this interview and towards his staff. Educated person with 20 years in the hospitality business. He knew what he was talking about and even though he honestly admitted that the crisis management plan didn't contain anything with regards to such a crisis he fully said that he will learn and have a crisis management plan, for the future.

#### ***6.2.9 Hotel contact manager for the hotels on Crete, Ving 31.03.2021***

*About the organization:* Ving is a company that provides OTA, hotel, flight and airport transfer all in one ticket. Four contract managers that hold all the hotels and destinations between them. Ving has about 950 000 guest or travellers and have approx. 46 % of the Nordic charter travel market were hotels and flights sold as one unit. They were a part of Thomas Cook until their bankruptcy and were bought from the bankruptcy-estate by Peter Stordalen, the Norwegian "Hotel king", together with a consortium of investors and the Norwegian partly governmental owned bank DNB.

*First word to mind with regards to the current pandemic:* Shit, really shitty. He then followed up with that the crisis has strengthened the team and his staff. All staff are on leave in their respective country and all receive support from the local government. He has about 100 employees and had to let some go. He could not renew all staff he had on contract, but he stays in touch with them and employees over Teams monthly if they wish. He believes the key factor during a crisis is to be a transparent leader, and honest. The crisis has strengthened him, and when all is good and easy you don't get to show your capabilities. During the crisis they had worked 200%, but with no activity! Some minor activity, 5 % of our availability is kept open for booking, only to show that we are available and to give service for those who need our services. We do not make any money on keeping a few rooms open. He refers to earlier crisis and believes that it will return to a similar pattern, not the same, but travel is needed. To change the atmosphere is a definite need. Especially in Scandinavia he says. He went from almost 100% occupancy rate to zero. Or more correct 4-5 % occupancy rate calculated out of the total.

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

The hotel management companies that only rent their hotels will fall under, he claims, and says that he is already seeing it. Many of his hotels are handled by management companies, and they struggle and most have gone bankrupt already. Another change he believes is coming is that more and more people will book via organizations such himself that provides both flight and hotel stay in a combined package, because so many airlines have not been able to refund money from tickets to clients. More personalized hotel with less people and more space, and apartment hotels are also needed.

*What will be the consequences of the pandemic for the hotel industry?*

He firmly believes that we will be more focused on hygiene and the safety on the hotels, airlines, taxi and airport, but the distance requirement will slowly disappear.

Quote: *“Quality over volume will be the new norm”*. Scandinavians still prefer small apartment hotel with high standard.

*Observation:* He was prepared and had read the interview guide that he had requested up front. He was well informed about the latest news and even corrected me in regard to my statement about Denmark re-opening that was one week old. He had a good overview of the Scandinavian handling of the crisis and mentioned how different Scandinavia are, maybe against most people's beliefs. Sweden is more sensitive but have chosen a stable approach with more trust in the citizens. While Norway has been on and off with no clear strategy. Denmark have taken the harsher law enforcement, often called the get-tough approach, and he said they are not so sensitive people in general more like the British. If borders are open, they will travel if they feel like it. Finland have isolated them self, but at least all have a strategy.

### 6.3 Table presentation of results

**Table 1. Thematic analysis source, the research results:**

Theme one: Staff and Social responsibility

Theme two: Recovery and future prognoses

Theme three: Governmental measures and communication

Source	Theme One	Theme two	Theme three
Hotel Manager a corporate chain hotel organization.	On Leave  Laid off 10%	Prices will rise  New segments, more self-service and technology	Poorly informed  Not suitable, but understandable
Hotel Manager from an Independent privately owned hotel organization.	Kept all, but on leave.  Hire more	No change in price. Quality before Quantity.  Industrial tourism is over!	Understandable and ok.  No comment
Hotel Manager from an independent foundation owned hotel	On Leave Natural resignation	Price war – Auto check-inn.  Difficult years ahead but will recover.	Understandable but to some extent not logic.  Poorly Informed

Source: Data research collection through interviews

**Table 2. Thematic analysis main and sub.**

Code group - Theme	Sub- Topics	Essence
Crisis Management plan & Strategies	Crisis management plan	None of the participants had a crisis management plan that covered a pandemic situation. Some said they didn't have a crisis management plan in place at all.
	Strategy for recovery	All agreed that a recovery strategy is needed. Pricing strategy was mentioned as the most important. Some mention that a marketing strategy for safety at the hotel will be key moving forward.
	How the behaviour will change for guest.  Lesson learned	Most of the participants expect guest to forget the pandemic quickly and return to same patterns, but with heightened focus on cleaning hands.

Current situation	Occupancy, ADR, RevPAR	70 – 99% drop-in OCC rates. 1/3 of participates raised prices, 1/3 immodesty lowered, but brought them back to normal. They all agreed at the current situation there are no need to adjust pricing – there are no guests.
	Leader perspectives, management decisions.	All of them are optimistic towards the future, and all participants agree that we will not be back in normal operation before earliest 2022.
First thought	Pandemic impact	Devastating, and unpredictable, uncertainty is the unified description that all participants promoted.

Source: Data research collection through interviews.

## **7.0 DISCUSSION**

### **7.1 Pattern and theme**

From the research there was not a great difference in the perspectives of a leader from Greece or Norway. The choices and patterns are very similar between all the interviewees. The main difference is the education level and experience.

#### ***7.1.1 What does the results mean?***

This means that knowledge from previous crises has not been taken forward in the hotel industry as many lacked plans to deal with it. That it pays to have little debt during crisis situations. Hotel managers also expect less pre bookings of rooms in the time after pandemic, which in turn will also result in higher prices and that one has to calculating more with overbookings.

#### ***7.1.2 Why does the results matter?***

Through the interviews, it emerges that those who have had crisis plans, have been better off in the pandemic. Hotels that have had low debt according to the data collected, all the hotel managers said with any higher cost or not the possibility to negotiate the rent and fixed cost with the bank they would not manage to survive.

#### ***7.1.3 What does not the results answer?***

The results cannot tell you what kind of emergency plan is best to have, and what a possible plan should look like for private or chain hotels.

#### ***7.1.4 Recommendations based on things that have emerged in the thesis.***

Provide a crisis plan and keep it a low debt. Clearly communicate to employees and stakeholders.



### ***7.1.5 Do not rely only on state aid.***

Hotels cannot rely on the governments to bail out or pay their fixed and variable cost in any crisis, even afflicted through government decree or law.

### **7.2 Analysis and interpretation of the material**

The data tells us that quality-based travel will be the new normal for holiday travelers with less focus on price and more focus on safety and privacy. At the same time, the business sector has become accustomed to using video meetings, but there is a need and desire to meet and socialize outside phone and video. Research (Chadee, Shuang, & Guiyao, 2020) shows that staff suffer from not being present at work, they will feel less belonging to their firm, but it enables greater engagement with work during non-work time.

Key concept and KPI of the hotel's survival are based on three key factors: ADR, the RevPAR and the total revenue that includes the F&B, and any commissioned sales for guides and tour operators.

The data collected and results tell us that this crisis is the worst ever recorded with an impact on the hospitality industry. All hotel managers say that it is destructive and that they have not experienced such a reduction or intervention in their hotel operation, ever. Their key measure factors like RevPAR, ADR and occupancy rate are 90% down, for those who closed it is clearly 100%. Seen during the whole period of the crisis, there is an average 90% reduction. Without public support, savings, low debt, and flexible solution regarding costs around employees, there would be 70% more bankruptcies.

## **8.0 CONCLUSION**

The question that was asked at the beginning of this thesis was: How does the pandemic affect the hospitality industry and its ability to resurrect? Another research question was what will be the consequences of the pandemic for the hotel industry?

### **8.1 Crisis management from a leader's perspective.**

All leaders interviewed trust that the decision and choices made from government are correct, but the compensation for lost income and the damage caused to hotels by the state's intervention is far from adequate and the owners end up bearing much of the burden.. The recovery for the hospitality from the leaders interviewed is largely the same view promoted by the hotel managers, and it does not matter if it is a woman or a man. The leaders unanimously said that they would focus more on the guests need for security and hygiene. Half of the managers had already started marketing and laying out a strategy for attracting guests and seeking new customer groups, but the other half would not market until they had a date for when the restrictions were lifted on a permanent basis.

- What solutions and strategies are most sensible to reduce the consequences of crisis?

All of them, the hotel manager who was interviewed promoted that cost reduction is the best strategy. In addition, they promoted the need to try to negotiate to reduce fixed costs, such as rent, television, software, etc.

- How is Crisis management considered? Is a crisis management plan implemented?

This thesis gives evidence that previous studies of crisis that have impacted the hospitality business, have not been considered by hotel management. There is a great lack in use, understanding and implementation of crisis management plans in hotels.

- How to facilitate recovery and attract customers back to hotels – Strategies?

The hotel managers were very up to date and promoted much the same points as the studies in chapter 4 promoted and their answers are referred to in the tables. They believe that security, quality is the key point of attracting guests again. Guests will be more discerning and selective and make smaller trips with the same budget and can then afford better service, accommodation and requirements for space, security and cleaning.

- What should be communicated to employees?

The hospitality industry will be investing in technological solutions during and after the pandemic. That's why the importance of technological education was mentioned by several leaders as being an important skill to have in the industry.

## **8.2 How does the pandemic affect the hospitality industry and its ability to resurrect?**

The thesis data shows that hotels with low debt and low fixed cost, together with equity available have an easier time recovering from a crisis. The financial support given from the government. Another key point that is highlighted chapter 7, is that creativity and searching out new ways of creating business attracting guests is of vital importance.

## **8.3 What will be the consequences of the pandemic for the hotel industry?**

According to the findings the consequence will be a higher price dynamic throughout the European hotel industry. Hotel managers are expecting less travel, both business and leisure wise. Especially because of the use of online meetings during the pandemic. A greater focus

on quality, safety and hygiene is also expected because there will be a willingness to pay for this. There will also be more digital interaction and use of technology.

#### **8.4 Aftermath**

It is expected that the recovery will start around 2022, and that it will take around a year before it will come to a new normal.

COVID-19 effects on the hospitality business can be concluded from the interview data with three simple paragraphs:

- Need for less staff and more technological solutions and staff with the understanding of technology.
- Expected a travel surge after removal of travel-ban and restrictions on people's freedom and movement. With the results in higher occupancy due to less availability because of bankruptcy and higher prices due to more restrictive bookings term and no pre-paying of booking.
- New travel segments with hybrid uses of hotels instead of office and a more quality focus from leisure travelers due to more home office and less vacations travel.

*The End.*

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**Attachment 1- Interview permit NHD**

**Attachment 2- Interview guide and questions**

**Attachment 3- Interview consent**

**Attachment 4- UNWTO Facts sheet Greece and Norway**



# Business recovery, covid-19 aftermath in hospitality. - From a leader perspective.

## Referanse

549460

## Status

Avsluttet

Åpne Meldeskjema

Vurdering

Skriv melding her. Vær oppmerksom på at meldingen du skriver blir synlig for din institusjon i Meldingsarkivet og alle som får delt tilgang til prosjektet ditt.

Send melding



### Melding

18.05.2021 10:05

NSD har mottatt bekreftelse på at behandlingen av personopplysninger er avsluttet, og data er anonymisert, slettet eller arkivert. NSD avslutter all videre oppfølging.



### Sluttvurdering

18.05.2021 09:00

Ifølge meldeskjemaet skal behandlingen av personopplysninger nå være avsluttet. Bekreft ved å trykke «Bekreft innsending» på siden Send inn, uten å gjøre endringer i meldeskjemaet.

For å melde fra om utvidelse av prosjektperioden eller andre vesentlige endringer, oppdater meldeskjemaet før du trykker «Bekreft innsending». [Se hvilke endringer som skal meldes.](#)

Institusjonen din blir varslet hvis du ikke sender inn meldeskjemaet innen 30 dager.



### Melding

16.02.2021 12:41

Behandlingen av personopplysninger er vurdert av NSD. Vurderingen er:

Det er vår vurdering at behandlingen av personopplysninger i prosjektet vil være i samsvar med personvernlovgivningen så fremt den gjennomføres i tråd med det som er dokumentert i meldeskjemaet med vedlegg den 16.02.2021, samt i meldingsdialogen mellom innmelder og NSD. Behandlingen kan starte.

#### DEL PROSJEKTET MED PROSJEKTANSVARLIG

Det er obligatorisk for studenter å dele meldeskjemaet med prosjektansvarlig (veileder). Det gjøres ved å trykke på "Del prosjekt" i øvre venstre hjørne av meldeskjemaet.

#### MELD VESENTLIGE ENDRINGER

Dersom det skjer vesentlige endringer i behandlingen av personopplysninger, kan det være nødvendig å melde



dette til NSD ved å oppdatere meldeskjemaet. Før du melder inn en endring, oppfordrer vi deg til å lese om hvilke type endringer det er nødvendig å melde:

[nsd.no/personverntjenester/fyll-ut-meldeskjema-for-personopplysninger/melde-endringer-i-meldeskjema](https://nsd.no/personverntjenester/fyll-ut-meldeskjema-for-personopplysninger/melde-endringer-i-meldeskjema)

Du må vente på svar fra NSD før endringen gjennomføres.

#### TYPE OPPLYSNINGER OG VARIGHET

Prosjektet vil behandle alminnelige kategorier av personopplysninger frem til 18.05.2021.

#### LOVLIG GRUNNLAG

Prosjektet vil innhente samtykke fra de registrerte til behandlingen av personopplysninger. Vår vurdering er at prosjektet legger opp til et samtykke i samsvar med kravene i art. 4 og 7, ved at det er en frivillig, spesifikk, informert og utvetydig bekreftelse som kan dokumenteres, og som den registrerte kan trekke tilbake.

Lovlig grunnlag for behandlingen vil dermed være den registrertes samtykke, jf. personvernforordningen art. 6 nr. 1 bokstav a.

#### PERSONVERNPRINSIPPER

NSD vurderer at den planlagte behandlingen av personopplysninger vil følge prinsippene i personvernforordningen om:

- lovlighet, rettferdighet og åpenhet (art. 5.1 a), ved at de registrerte får tilfredsstillende informasjon om og samtykker til behandlingen
- formålsbegrensning (art. 5.1 b), ved at personopplysninger samles inn for spesifikke, uttrykkelig angitte og berettigede formål, og ikke behandles til nye, uforenlige formål
- dataminimering (art. 5.1 c), ved at det kun behandles opplysninger som er adekvate, relevante og nødvendige for formålet med prosjektet
- lagringsbegrensning (art. 5.1 e), ved at personopplysningene ikke lagres lengre enn nødvendig for å oppfylle formålet

#### DE REGISTRERTES RETTIGHETER

Så lenge de registrerte kan identifiseres i datamaterialet vil de ha følgende rettigheter: åpenhet (art. 12), informasjon (art. 13), innsyn (art. 15), retting (art. 16), sletting (art. 17), begrensning (art. 18), og dataportabilitet (art. 20).

NSD vurderer at informasjonen om behandlingen som de registrerte vil motta oppfyller lovens krav til form og innhold, jf. art. 12.1 og art. 13.

Vi minner om at hvis en registrert tar kontakt om sine rettigheter, har behandlingsansvarlig institusjon plikt til å svare innen en måned.

#### FØLG DIN INSTITUSJONS RETNINGSLINJER

NSD legger til grunn at behandlingen oppfyller kravene i personvernforordningen om riktighet (art. 5.1 d), integritet og konfidensialitet (art. 5.1 f) og sikkerhet (art. 32).

Ved bruk av databehandler (spørreskjemaleverandør, skylagring eller videosamtale) må behandlingen oppfylle kravene til bruk av databehandler, jf. art 28 og 29.

For å forsikre dere om at kravene oppfylles, må dere følge interne retningslinjer og/eller rådføre dere med behandlingsansvarlig institusjon.

#### OPPFØLGING AV PROSJEKTET

NSD vil følge opp ved planlagt avslutning for å avklare om behandlingen av personopplysningene er avsluttet.

Lykke til med prosjektet!

Vennlig hilsen  
NSD V/Anne Marie Try Laundal  
Tlf. Personverntjenester: 55 58 21 17 (tast 1)



#### Melding fra Kjetil Myrtvedt Kristoffersen

15.02.2021 15:38

Hei, Anne Marie Try Laundal. Da har jeg utført de nødvendige endringer, korrigeringer for merknad 1, 2, 3. Og nr 4; tilføyd nytt oppdatert informasjon skriv, basert etter veilederen deres.



#### Melding

04.02.2021 12:55

NSD har begynt på vurderingen av meldeskjemaet, og vi har noen kommentarer før vi kan ferdigstille den. Når du har oppdatert meldeskjemaet i tråd med kommentarene, trykk «bekreft innsending» på siden Send inn. Meldingsdialogen kan benyttes til eventuelle spørsmål, svar og avklaringer.

Hei Kjetil,

Takk for innsendt meldeskjema. Før vi kan ferdigstille vurderingen ber vi deg gjøre følgende endringer i meldeskjemaet (og deretter sende inn på ny)

1) Prosjektinformasjon – Prosjekttittel: Tittel må endres fra «bacheloroppgave» til noe mer beskrivende for nettopp din oppgave, f.eks «"Business recovery, covid-19 aftermath in hospitality. – From a leader perspective. "» (Endring gjøres ved å trykke på den lille blyanten ved siden av "prosjektinformasjon".)

2) Prosjektinformasjon – Prosjektbeskrivelse: Her må du ha et par setninger som kort forklarer hva prosjektet går ut på.

3) Behandling – Databehandler: I infoskrivet står det at du vil bruke en video link (skype, teams o.l.). Den plattformen du velger vil være databehandler i prosjektet ditt. Huk derfor av for databehandler på siden Behandling (på begge spørsmålene, både Hvor og Hvem), og oppgi her hvilken plattform som skal brukes.

4) Informasjonsskriv: Det er noen formelle krav til informasjonen til deltakerne må ha for å kunne samtykke, og informasjonsskrivet du har lastet opp er noe mangelfullt i så måte. Anbefaler deg å lese dette og gjerne bruke NSD-malen for informasjonsskriv som du også finner her: [nsd.no/personverntjenester/fyll-ut-meldeskjema-for-personopplysninger/sjekkliste-for-informasjon-til-deltakerne](https://nsd.no/personverntjenester/fyll-ut-meldeskjema-for-personopplysninger/sjekkliste-for-informasjon-til-deltakerne)

I meldeskjemaet har du oppgitt at de registrerte vil kunne identifiseres (direkte eller indirekte) i oppgave/avhandling/øvrige publikasjoner fra prosjektet, gjennom at deres stilling og organisasjon vil bli nevnt, også navn og hva det samtykkes til. Dette må også tydeliggjøres i informasjonsskrivet til deltakerne.

Lykke til!

Hiilsen NSD v/Anne Marie Try Laundal

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# Attachment 2

~~Appendix 1~~ Interview guide  
Step 1 – Introduction

Stavanger  
Wednesday, March 10, 2021

Dear Sir / Madam

**Research Project Title: Business recovery, covid-19 aftermath in hospitality.**

- From a leader perspective.

I am conducting interviews as part of a thesis and study of aftermath in the hospitality business, to clear the understanding, perceived and experiences from a hotelier's perspective – a leader-those in the field of hotel management and their stakeholders. From a leader perspective through the eyes of a hotel owner or manager. Thank you, and with your position you are a key person for my research and in an ideal position to give me valuable first-hand information from your own perspective.

I expect the interview to take no more than around 50 to 60 minutes, and it will be semi-structured with dialog and informal. Your knowledge and business experience are essential to my research, and I hope to understand better the consequence/ aftermath into the covid-19 pandemic and how it is implicated to your business and the hospitality industry.

Main research is which strategies, solutions, and vision you and your organization have and must implement and act on to recover from pandemic that is the hardest setback for the hospitality industry since the WW2.

We are trying to capture thoughts and perspectives on being a hotel manager during the Covid-19 situation and the aftermath perspective for recovery. Your responses to the questions will be kept confidential, but your name, organization and position will be highlighted in the thesis with acknowledgement meant for your valuable contribution. There is no compensation for participating in this study. However, your participation will be a valuable addition to our study and findings could lead to a greater understanding of the hospitality link between Crete and Scandinavia, from a European perspective and our business industry.

I am an undergraduate student at The Norwegian School of Hotel Management at the University of Stavanger in Norway.

Due to the situation that I am a student, will need an agreement to participate in the interview. Please find attached consent statement to sign for my record.

Sincerely,

Kjetil Kristoffersen

Step 2. interview object.

**1. *What position do you hold?***

Position:

Organization/ Hotel?

How many years in the hotel and service industry?

How many employees?

Are you a season hotel or all year?

**2. *Your immediate toughs about the pandemic situation?***

***follow-up questions:***

How is the impact on your staff?

As a leader how is the impact on you?

Will we return to the same pattern as before covid-19?

Will hotel chains or individual operated hotels cope best with the crisis?

How do you believe the guest will travel, airline, train or other means?

When or if guests and tourists will return the 2019 figures?

What sustainable measures do hotel leaders need to address or implement?

What sustainable measures does the government take or are they deliberately destroying the hospitality industry to reduce general travel habits?

Factors and instrument: Macro factors, Micro, non-governmental and governmental organizations like WHO, EU and the European perspective. What about Gastronomy factors, returning tourist, the friendships and all the unknown factors.

***follow-up questions on revenue management impact from Covid-19 pandemic:***

How has covid-19 pandemic impacted the revenue for your hotel?

How has covid-19 pandemic impacted your occupancy rate?

How has the covid-19 pandemic impacted your ADR?

How has the covid-19 pandemic impacted your RevPAR?

What is your immediately tough about the future summer season and ADR, Occupancy rate?

In your opinion as a professional hospitality manager / hotelier, what will the aftermath of the pandemic be for the revenue management at your hotel and for the hospitality industry?

Step 3. Introduction questions

***3. Are you positive to the future after Covid-19?***

Strongly disagree

Disagree

Neither

Agree

Strongly agree

**4. How hard has the Covid-19 affected your hotel?**

On a scale were 5 is significant impact and 0 is no impact

0

5

---

Can you mention some direct consequences?

**5. How solution oriented are you about the recovery of Covid-19?**

On a scale were 10 is highly, and 0 is not at all.

0

5

---

Can you mention some strategies you have in place for recovery?

Step 4. Transitional Questions

**6. How is you and your organization working now?**

Step 5. Key Questions

**7. Do you now or did you have in place a crisis management plan before the crisis accrued ?**

If not, will you put in place ?

**8. How affect Covid-19 on your initiatives and social responsibility towards guest, stakeholders, and your main duties?**

**9. What solutions and strategies are most sensible to reduce the consequences of Covid-19 that are destroying the interior of the Hotel and catering industry and with what effect/measures?**

**10. How do you facilitate recovery and attract guests and returning customers to return to hotels and restaurants?**

**- What advice should be communicated to the pending marked and guest?**

**- How will recovery be driven?**

Step 6. Complicated and sensitive questions

**11. How often do you bring up the topic of the pandemic and re-start tourism, in plenary at the hotel (workplace)?**

Never

Once a week, or more often

Once a month, or less frequently

Always





**16. Does the hotel (organization) take its social responsibility important towards employees and stakeholders during the pandemic?**

Totally agree

Somewhat agree

Neutral

Slightly disagree

Completely disagree

Step 7. Summarize and round off

**17. What steps have you and your organization taken direct to minimize the damage of the pandemic?**

**18. What steps have you and your organization taken to be prepared for next crisis or pandemic?**

**19. Do you believe we will see the end of the Covid 19?**

**20. Do you believe recovery of hospitality business will be 2022?**

- In the sense that we will see 2019 figures again.

**21. Your personal advice for an undergraduate student in 2021?**

- Continue with a master's degree or seek employment in the business?

Dear Sirs / Madam

March 10, 2021

*Thank you for your participation. Is there anything more you want to add or feel that is unsaid about the topic:*

*"Business recovery, covid-19 aftermath in hospitality  
- From a leader perspective. "*

Thank you very much for your participation it has given me invaluable help into the understanding of the current situation we are unfortunate experiencing as an industry. An involuntarily situation that affect us all, therefore with your help and knowledge my research will might be able to help others in the same situation and for any future events to manage crisis better and recovery swift.

Research is the key to our collective success.

Thank you and much appreciated,

Sincerely,

---

**Kjetil M. Kristoffersen**  
Under graduating student Hotel management 2021

Appendix 2.  
Interview Protocol Matrix

	Facts - Introduction questions	Research question 1 -	Research question 2 -	Behavior, transitional issues	Key questions
Interview Q. 1	X				
Interview Q. 2		X			
Follow quest.				X	X
Interview Q. 3				X	
Interview Q. 4	X		X		
Follow quest.					X
Interview Q. 5			X		
Follow quest.			X		
Interview Q. 6	X	X			
Interview Q. 7		X			
Interview Q. 8			X		
Interview Q. 9			X		
Interview Q. 10			X	X	
Follow quest.				X	X
Interview Q. 11				X	
Interview Q. 12					X
Interview Q. 13	X			X	
Interview Q. 14		X			
Interview Q. 15				X	X
Interview Q. 16			X	X	
Interview Q. 17		X			
Interview Q. 18		X		X	
Interview Q. 19			X		
Interview Q. 20			X		
Follow quest.		X			
Interview Q. 21				X	

Appendix 3



## **Do you want to participate in the research project?**

"Business recovery, covid-19 aftermath in hospitality.  
- From a leader perspective."

*Stavanger  
Wednesday, March 10, 2021*

This is a question for you to participate in a research project whose purpose is to seek answers to what are the consequences of the pandemic – covid-19 and how does it affect the return of the hotel industry? In this writing, we provide you with information about the goals of the project and what participation will entail for you.

### **Purpose**

*The purpose of the project is to look at the answers, solutions and challenges around the return of the hotel and restaurant industry after the pandemic, It is a bachelor's thesis that has a limited scope and we should be able to scratch the surface of the theme.*

*The research question is.*

*How does the pandemic affect the hospitality industry and its ability to resurrect?*

*What will be the consequences of the pandemic for the hotel industry?*

### **Who is responsible for the research project?**

*University of Stavanger, faculty of hotel management is responsible for the project.*

### **Why are you asked to participate?**

*The selection of interview candidates is based on the position, experience and knowledge within the hotel industry, and is based on what is expected to be able to provide complementary and good answers to the research question.*

*All interview candidates are from the hotel industry, and it is preferable if they also have an affiliation with an industry organization and are heavily involved in the industry's development.*

### **What does it mean for you to participate?**

*The method is person to person depth interview, with 1 bio – person mapping questions, and 20 main questions, and during or follow-up questions to any of them, questionnaire can be sent requesting emails in advance so one can be improved to the interview. The interview will be recorded, for transcript afterwards. Furthermore, the interview will be conducted by interviewing the object pronouncing you and providing supplementary information around each topic, and finally we will have a brief conversation around the topic of hotel industry consequences, and what it will look like after covid-19.*

*If you choose to accept the invitation to participate in the research project, it will be expected that it will take you 30 minutes and read through the questionnaire and briefly prepare for the interview.*

*The interview itself is expected to last about 50-60 minutes, including brief dialogue on the topic.*

*I will also promote your hotel, and industry organization as well as you with your position, for the invaluable assistance and help to look at such an important problem for the hotel industry that has not been damaged in such a way since the days of war!*

- *I take audio recordings and notes from the interview.*

### **It is voluntary to participate**

It is voluntary to participate in the project. If you choose to participate, you may withdraw your consent at any time without giving any reason. All your personal information will then be deleted. It will have no negative consequences for you if you do not want to participate or later choose to withdraw.

### **Your privacy – how we store and uses your information**

We will only use your information for the purposes we have disclosed in this writing. We treat the data confidentially and in accordance with the Privacy Policy.

*It is otherwise important for knowledge sharing and sharing our thoughts and solutions for our industry, and the assignment will be delivered to the University of Stavanger as a non-confidential bachelor's thesis that can be used for learning purposes.*

### **What happens to your information when we finish the research project?**

The information is anonymized when the project is completed/thesis is approved, which is scheduled to be May 18, 2021, except under the section for recognition given in the task.

### **Your rights**

If you can be identified in the data material, you are entitled to:

- information about you, and to provide a copy of the data,
- to have personal data rectified about you,
- to have personal information deleted about you, and
- to lodge a complaint with the Norwegian Data Protection Authority about the processing of your personal data.
- 

### **What gives us the right to process personal data about you?**

We process information about you based on your consent.

On behalf of the University of Stavanger v/ supervisor *Truls Engstrøm*, NSD – Norsk senter for forskningsdata AS has assessed that the processing of personal data in this project is in accordance with the privacy regulations.

### **Where can I find out more?**

If you have any questions about the study, or would like to exercise your rights, please contact:  
*Truls Engstrøm or Kjetil Kristoffersen at The University of Stavanger*

*[truls.engstrom@uis.no](mailto:truls.engstrom@uis.no) phone:*

*[Km.kristoffersen@stud.uis.no](mailto:Km.kristoffersen@stud.uis.no) phone: +47 98667785*

Our Data Protection Officer:

Maren Anne Kvaløy is a student ombudsman at UiS  
*studentombudet@uis.no Phone 51832985*

If you have any questions related to NSD's assessment of the project, please contact:

- NSD – Norwegian Centre for Research Data AS by e-mail ([personverntjenester@nsd.no](mailto:personverntjenester@nsd.no)) or by phone: +47 55 58 21 17.

*University of Stavanger, on 10 March 2021*

Yours sincerely

---

Kjetil Kristoffersen  
Researcher/Student

Appendix 4.

Wednesday, March 10, 2021



Universitetet  
i Stavanger

***"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."***



Attachment 3

Thursday, March 25, 2021



Universitetet  
i Stavanger

***"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."***

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
*"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective."*,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

### I agree to:

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized for my assistance and participation in the research project.

*Stavanger*  
Location/date: 26/3-21

*Madam S*

---

(Signed by project participant, date)

Monday, March 29, 2021



Universitetet  
i Stavanger

*"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."*

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
*"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective."*,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

**I agree to:**

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized  
for my assistance and participation in the research project.

Location/date:

CHANIA GREECE

29/3/21

PANOS MARKOU

29/3/21

(Signed by project participant, date)

Wednesday, March 24, 2021



Universitetet  
i Stavanger

*"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."*

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
*"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective."*,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

**I agree to:**

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized for my assistance and participation in the research project.

Location/date:

*Stavanger, 24.03.21*

---

(Signed by project participant, date)

Wednesday, March 10, 2021



Universitetet  
i Stavanger

***"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."***

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
*"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective."* ,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

### I agree to:

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized  
for my assistance and participation in the research project.

Location/date: Stavanger 11/3-21

*Tone Hengstad*

---

(Signed by project participant, date)

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective." ,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

**I agree to:**

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized for my assistance and participation in the research project.

Location/date: 15/03/2021 , CHANIA CRETE

---

(Signed by project participant, date) **EFTICHIOS PETRAKIS**  
**HOTEL MANAGER**

Wednesday, March 10, 2021



Universitetet  
i Stavanger

***"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."***

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
*"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective."*,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

**I agree to:**

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized  
for my assistance and participation in the research project.

Location/date: \_\_\_\_\_

---

(Signed by project participant, date)

Wednesday, March 3, 2021

Universitetet  
i Stavanger***"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."***

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
*"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective."*,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

### I agree to:

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized  
for my assistance and participation in the research project.

Location/date: Chania 8/3/20218/3/2021

---

(Signed by project participant, date)



Wednesday, March 3, 2021



Universitetet  
i Stavanger

***"Business recovery, covid-19 aftermath in hospitality - From a leader perspective."***

---

## Consent Statement

I have received and understood information about the project \_ Bachelor thesis:  
*"Business recovery, covid-19 aftermath in hospitality.- From a leader perspective."*,  
and have had the opportunity to ask questions and want to give my contribution and participate  
in the survey.

### I agree to:

- *to participate in an interview*
- *to participate in dialogue and questionnaire*
- *that information about me is published so that I can be recognized through name, hotel, position and industry organization*
- *that my personal data is stored after the end of the project, for educational purposes in the thesis.*

I agree that my information is processed until the project is completed and that I am recognized for my assistance and participation in the research project.

Location/date: Stavanger, 3.03. 20 21

*Ruth E. Holst*

---

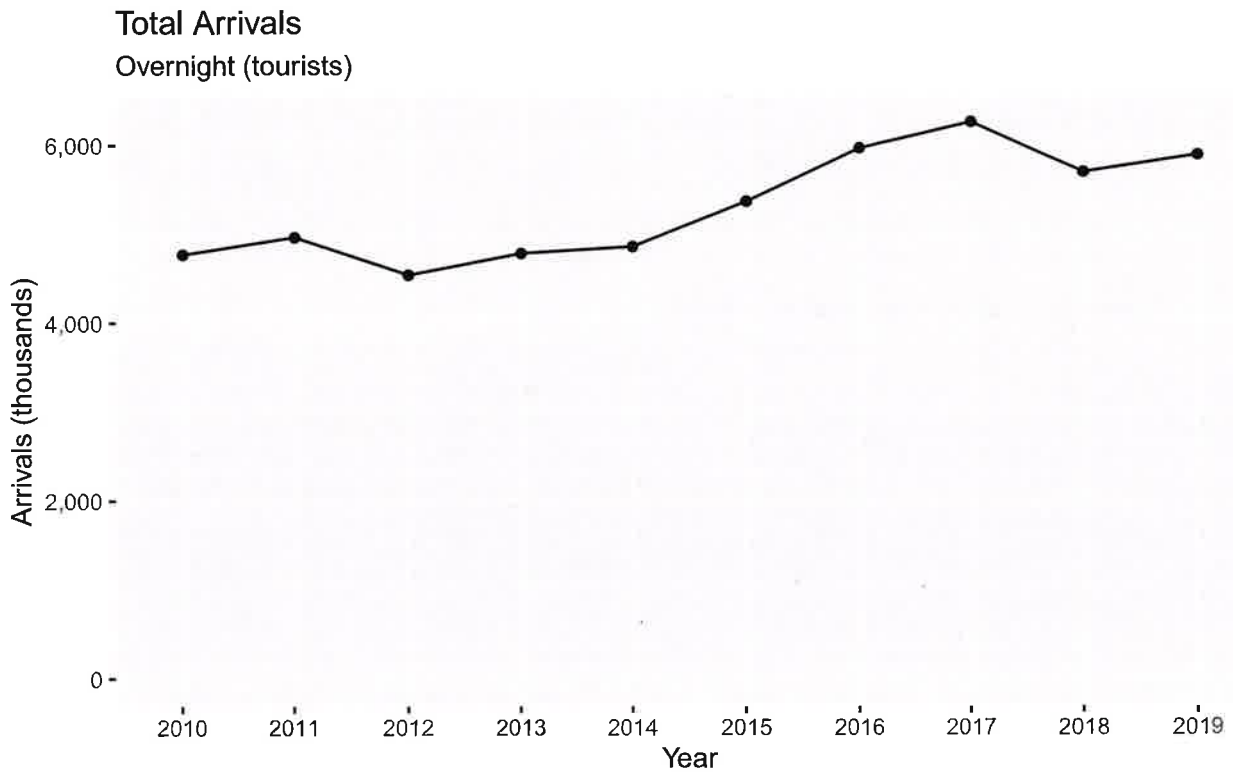
(Signed by project participant, date)

Attachment 4

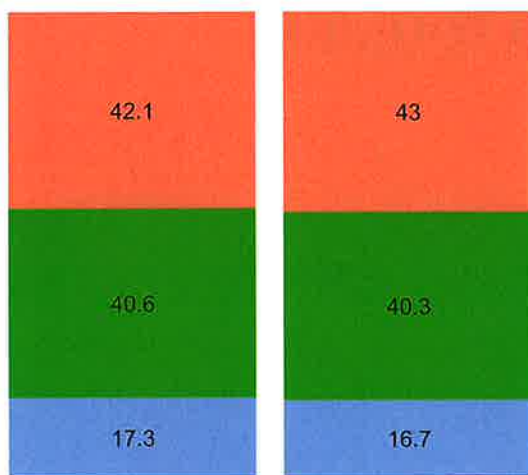
# NORWAY

NOTE: Please interpret with caution. For the full data set, including metadata and footnotes, please refer to the UNWTO Database and the Methodological Notes to the UNWTO Database, available through the UNWTO website

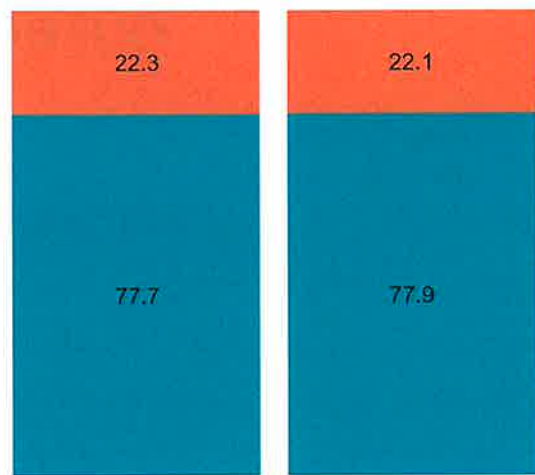
## INBOUND TOURISM



**Arrivals by Mode of Transport**  
Percent



**Arrivals by Main Purpose**  
Percent



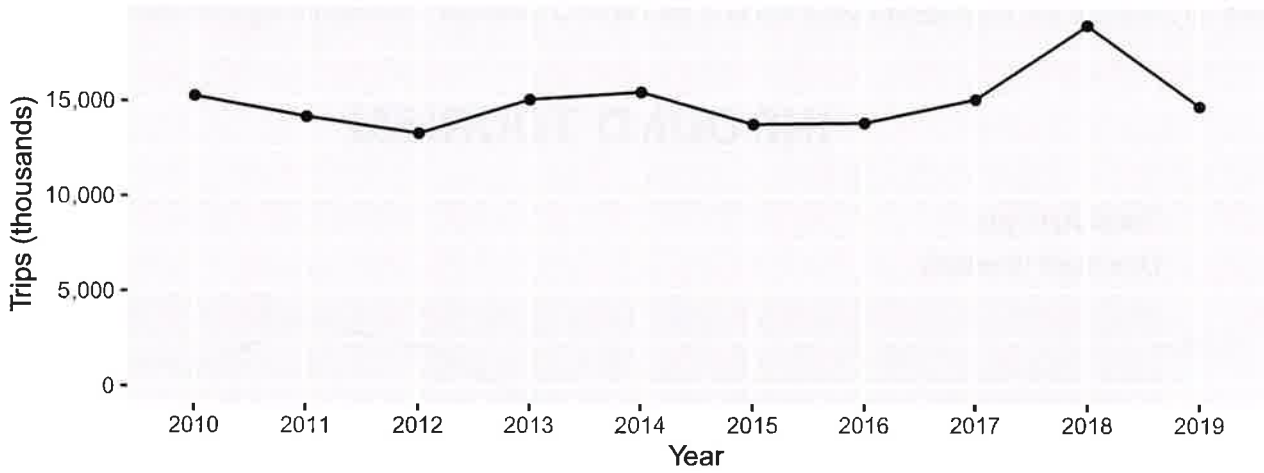
■ Air 
 ■ Land 
 ■ Water

■ Business 
 ■ Personal

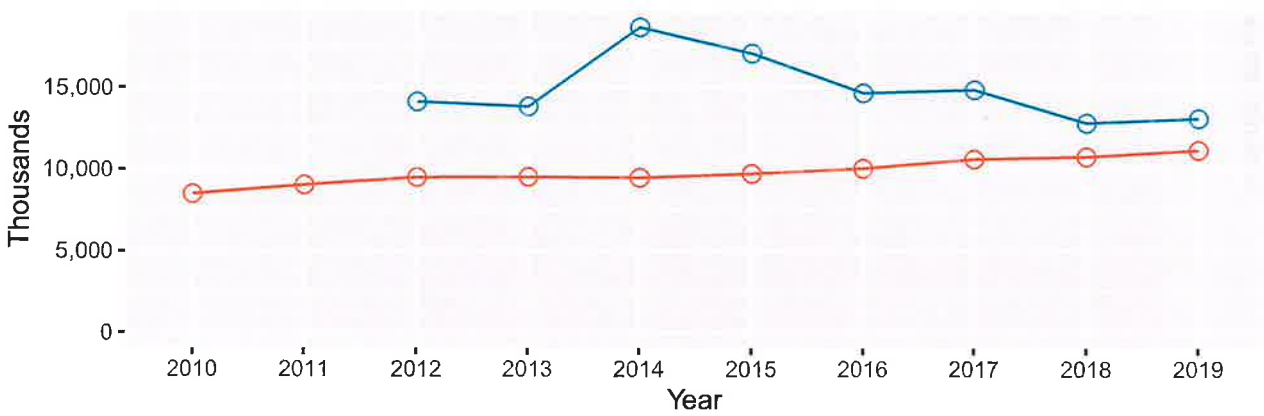
# DOMESTIC TOURISM

## Total Domestic Trips

Overnight (tourists)



## Domestic Accommodation Totals

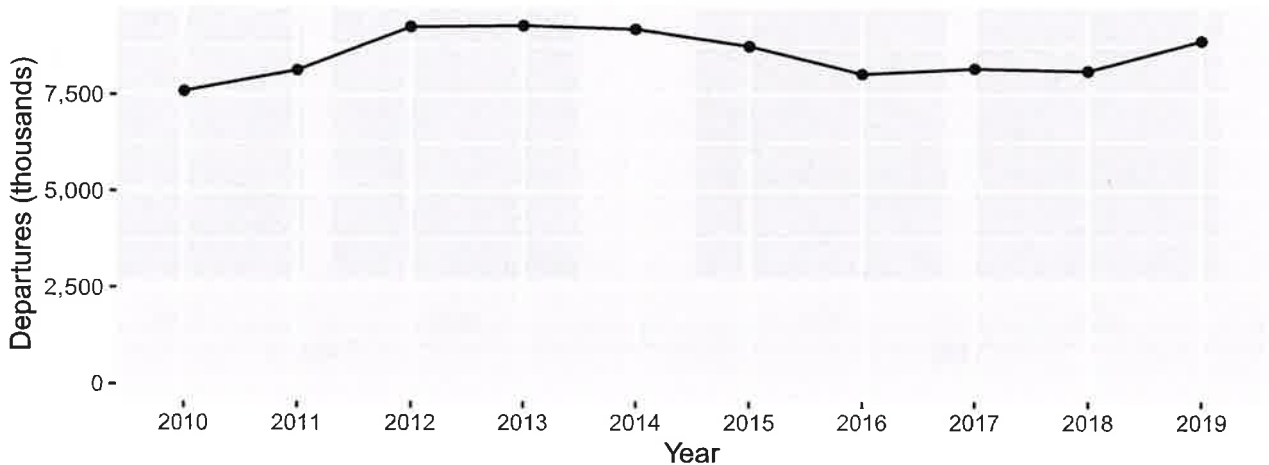


○ Hotels (and similar) Guests    ○ Total Guests

# OUTBOUND TOURISM

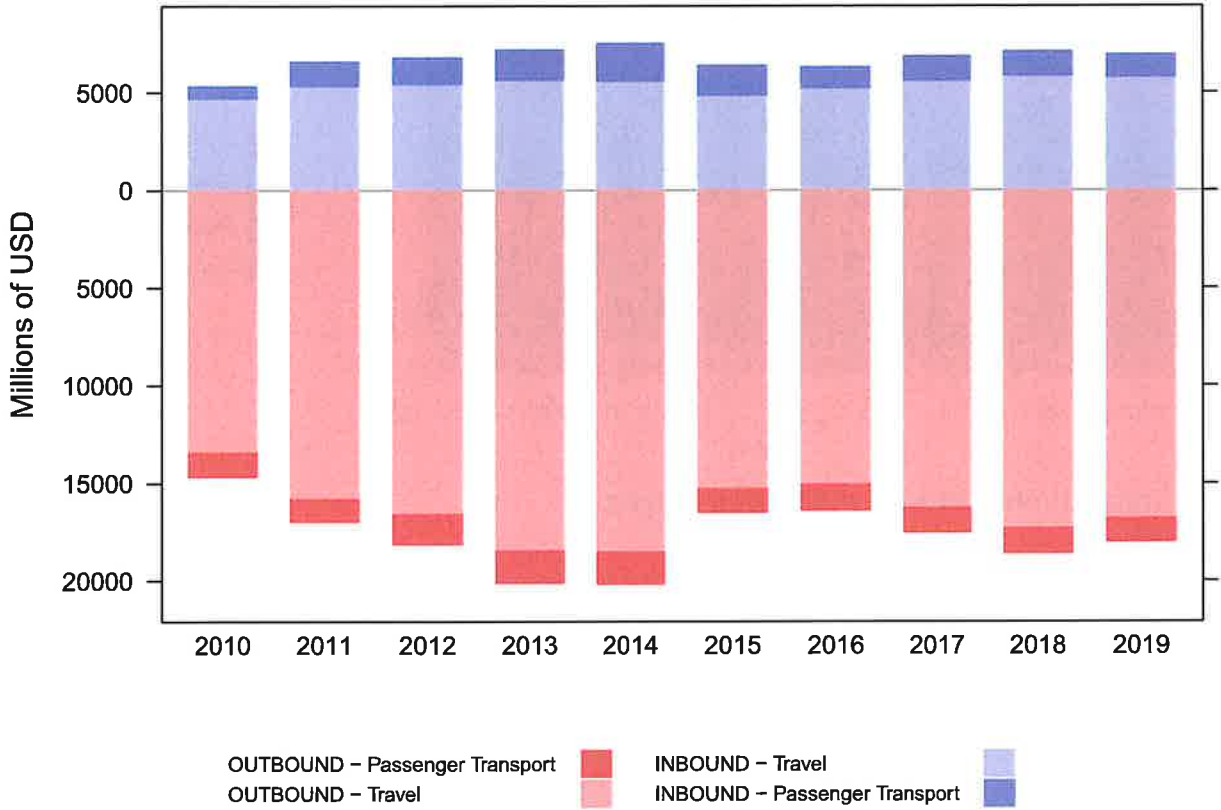
## Total Departures

Overnight (tourists)

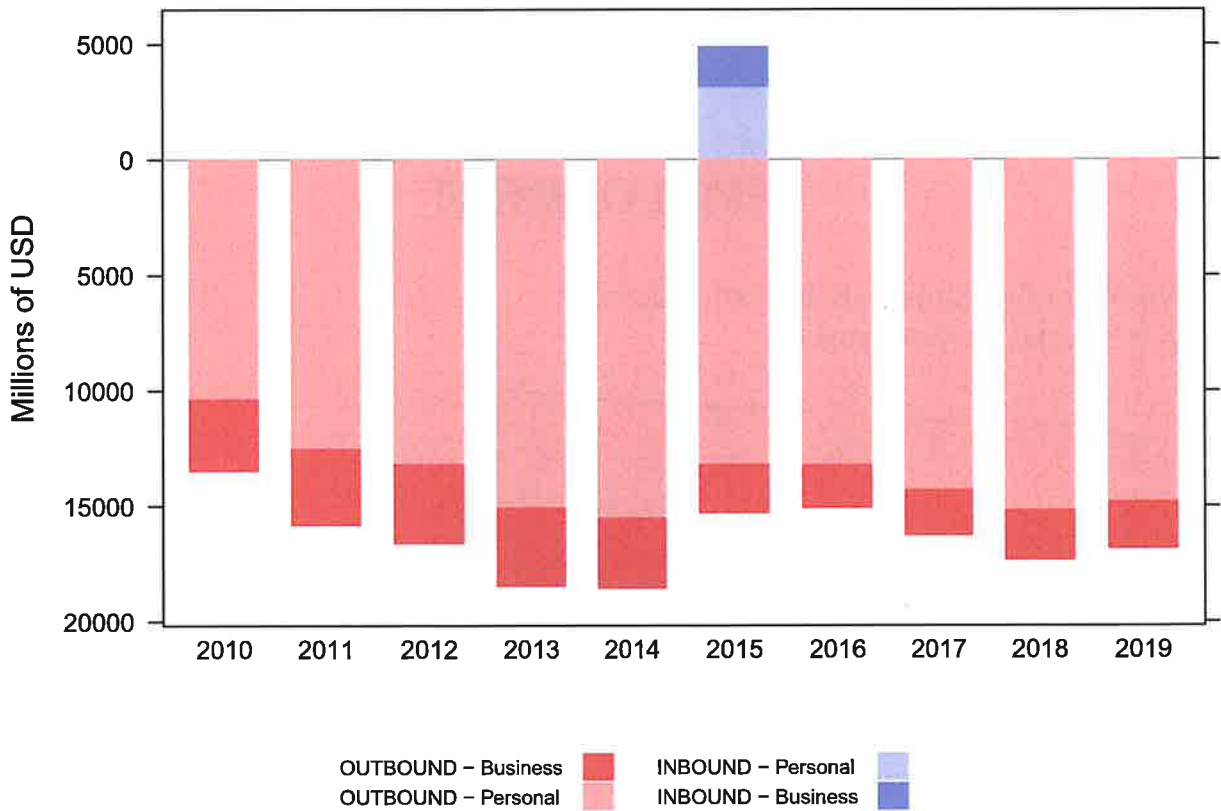


# EXPENDITURE

Total Expenditure: Travel and Passenger Transport



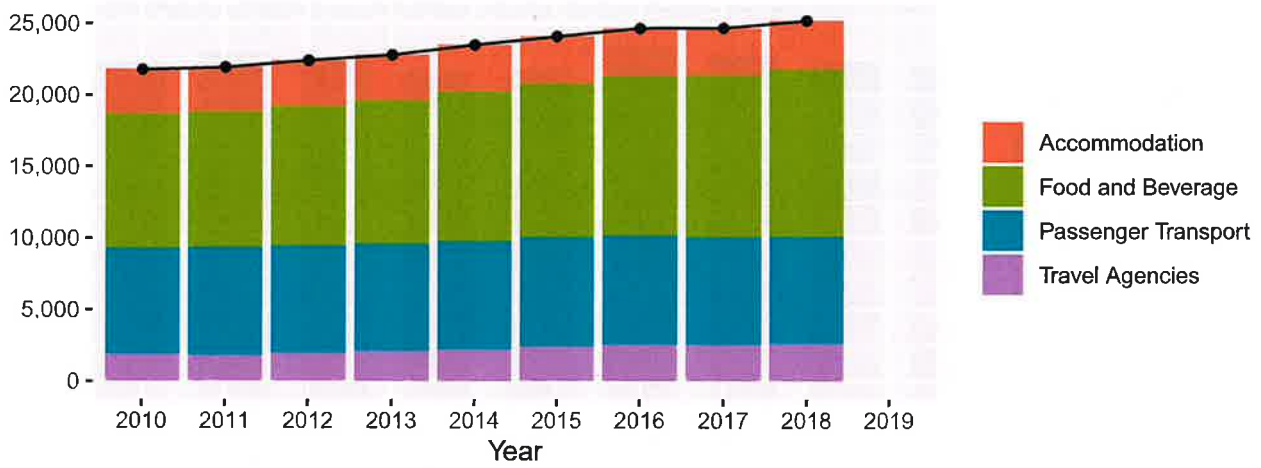
Total Expenditure: Travel only



# TOURISM INDUSTRIES

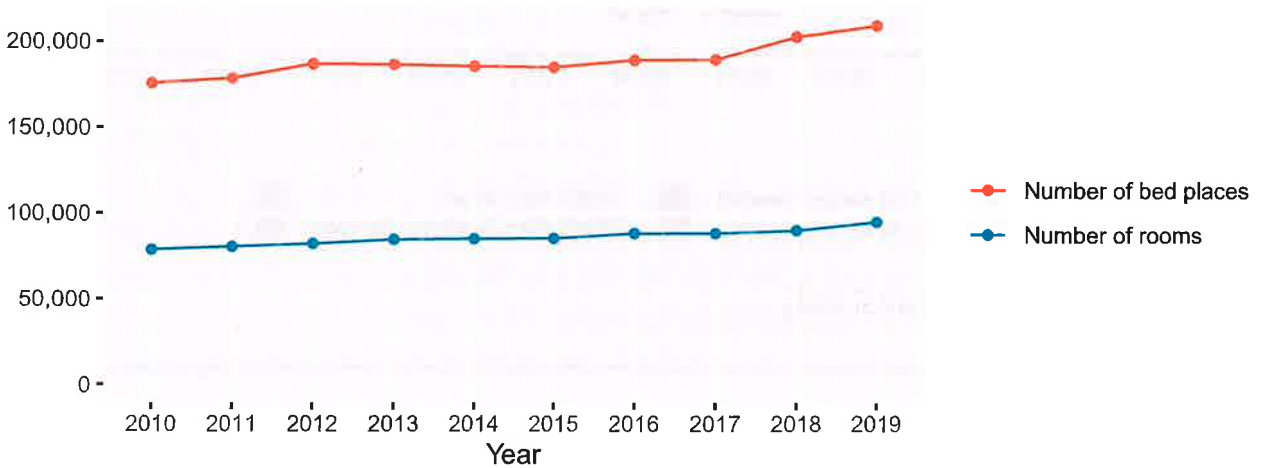
**Total number of establishments**

Line indicates the total reported



**Total number of rooms and bed places**

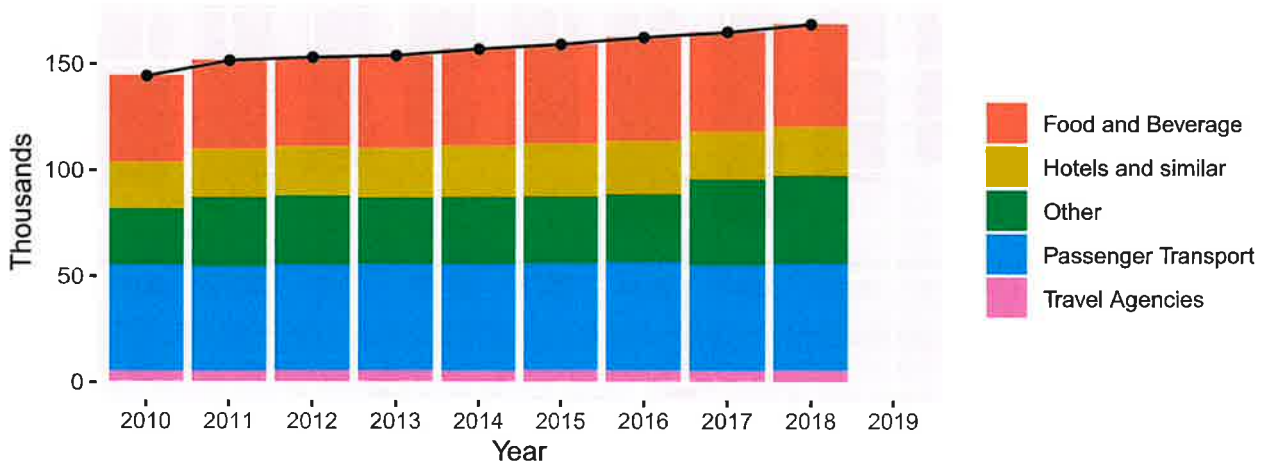
In Units



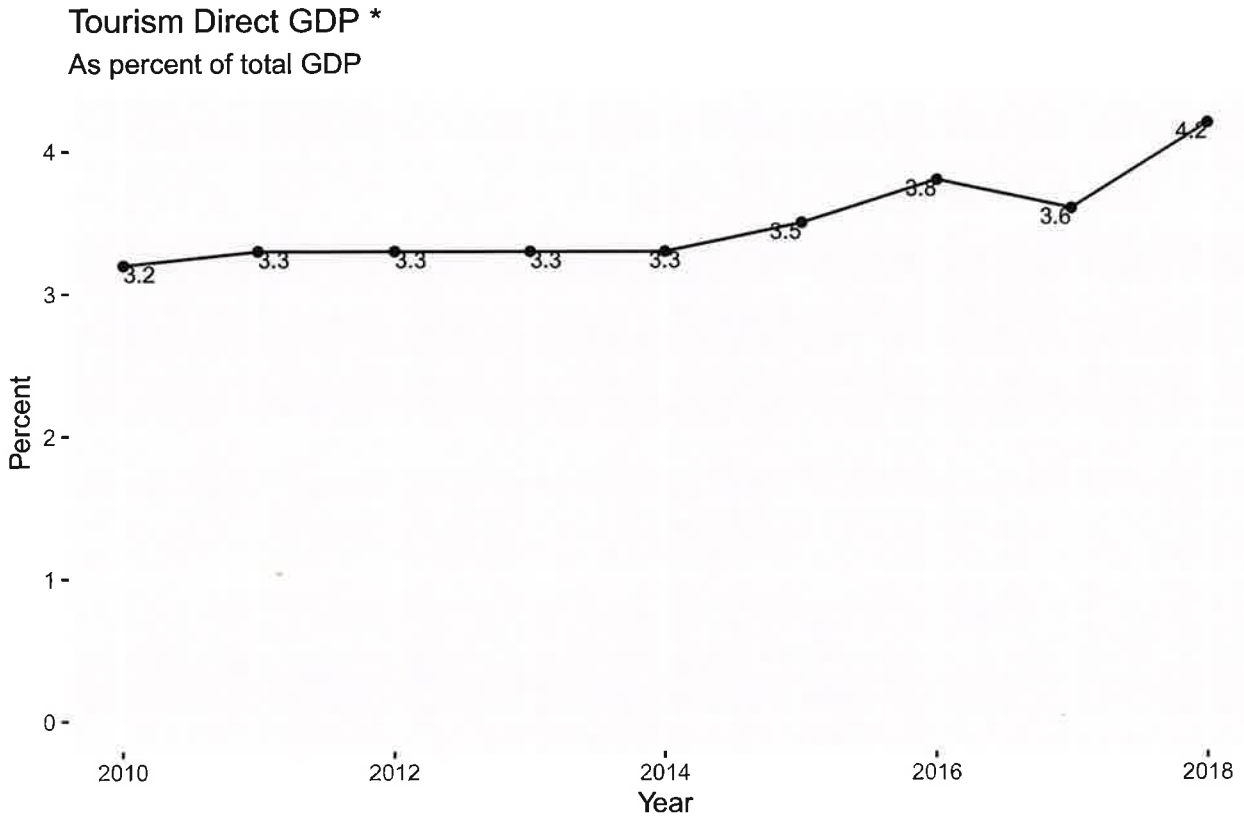
# EMPLOYMENT

**Number of employees in tourism industries**

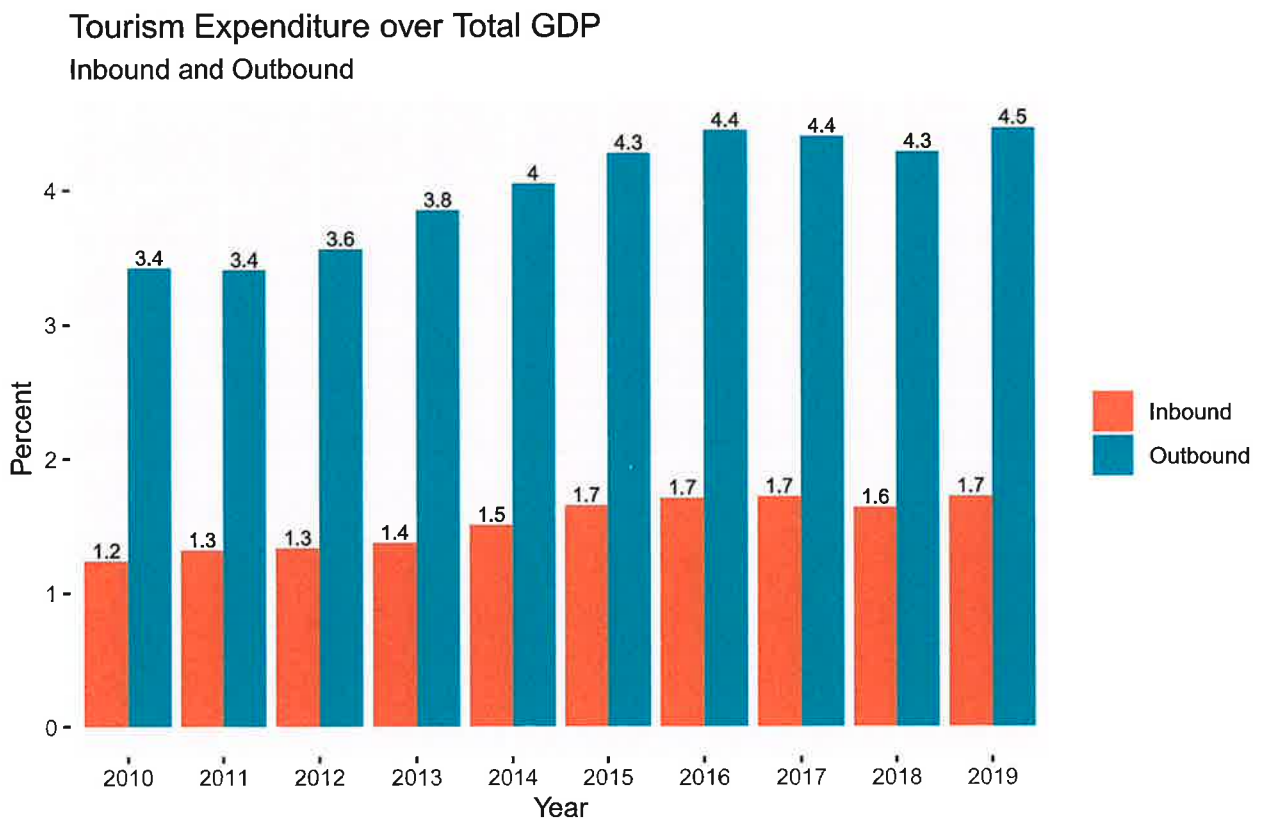
Line indicates the total reported



# MACROECONOMIC INDICATORS



\* 2010 Break in series. 2017–2018 Provisional values

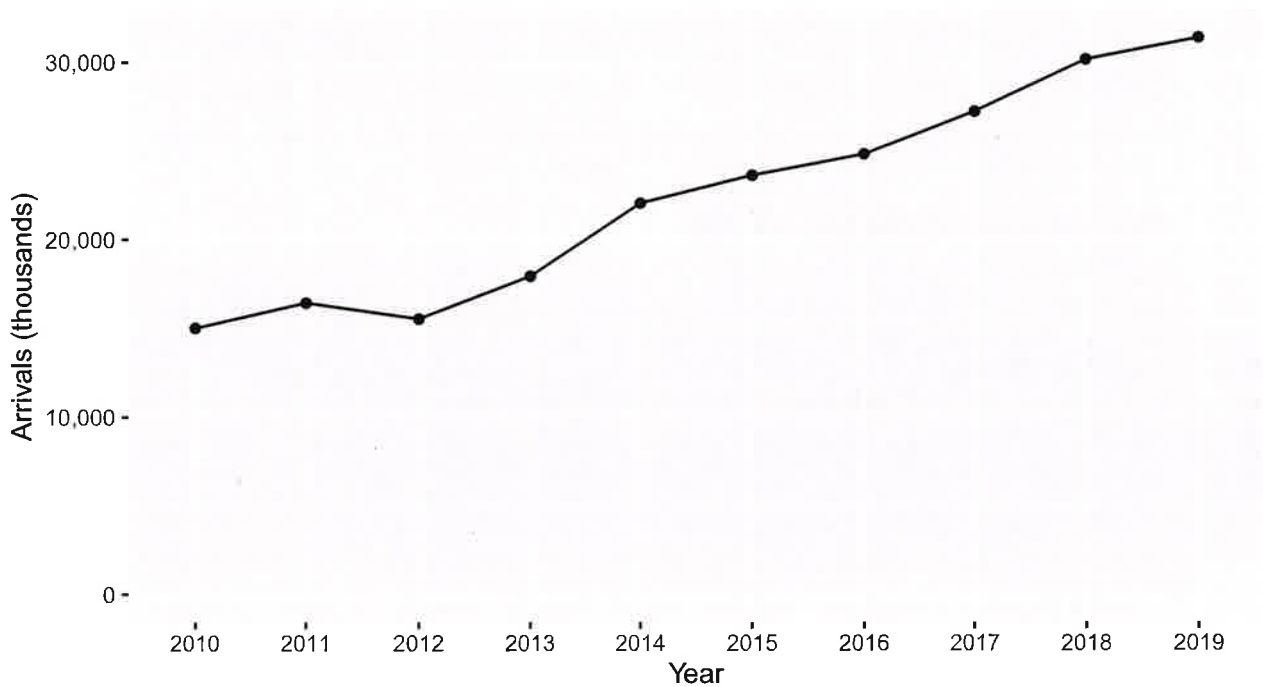


# GREECE

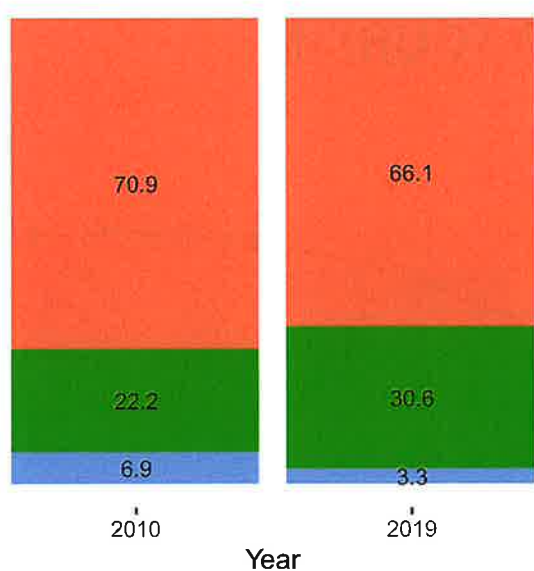
NOTE: Please interpret with caution. For the full data set, including metadata and footnotes, please refer to the UNWTO Database and the Methodological Notes to the UNWTO Database, available through the UNWTO website

## INBOUND TOURISM

Total Arrivals  
Overnight (tourists)



Arrivals by Mode of Transport  
Percent



### Arrivals by Main Purpose

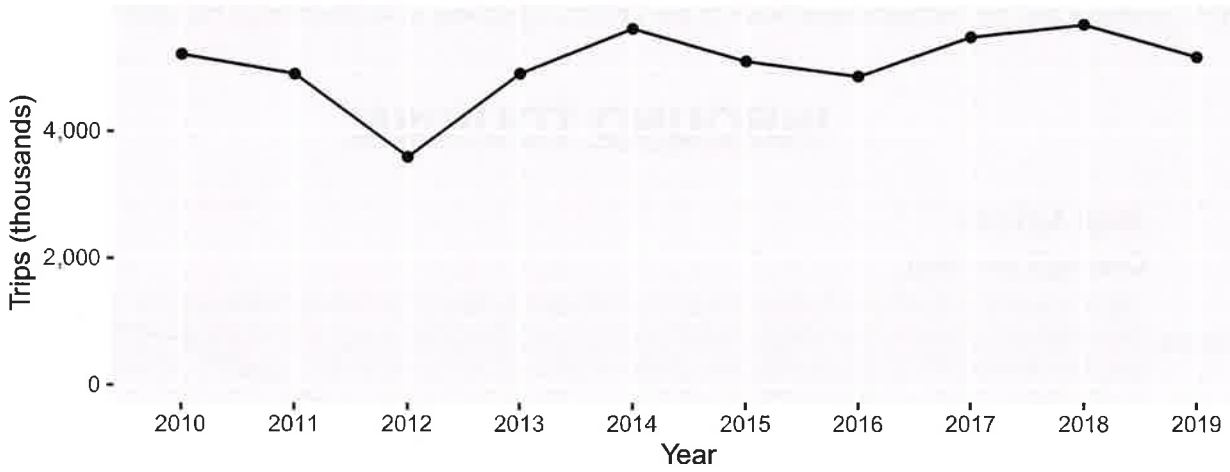
Data disaggregated by  
Main Purpose of trip  
is not available

■ Air ■ Land ■ Water

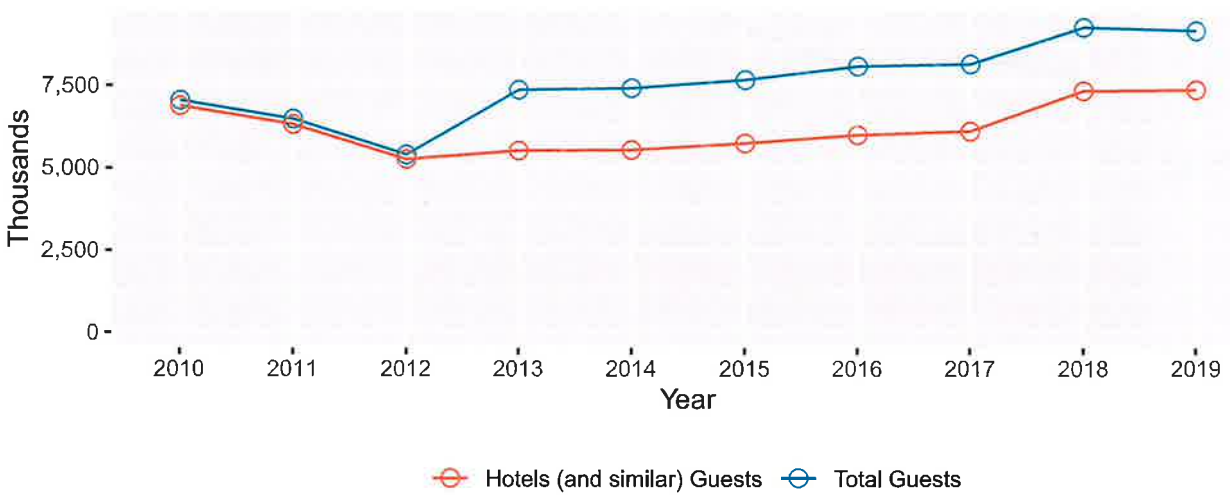


# DOMESTIC TOURISM

Total Domestic Trips  
Overnight (tourists)

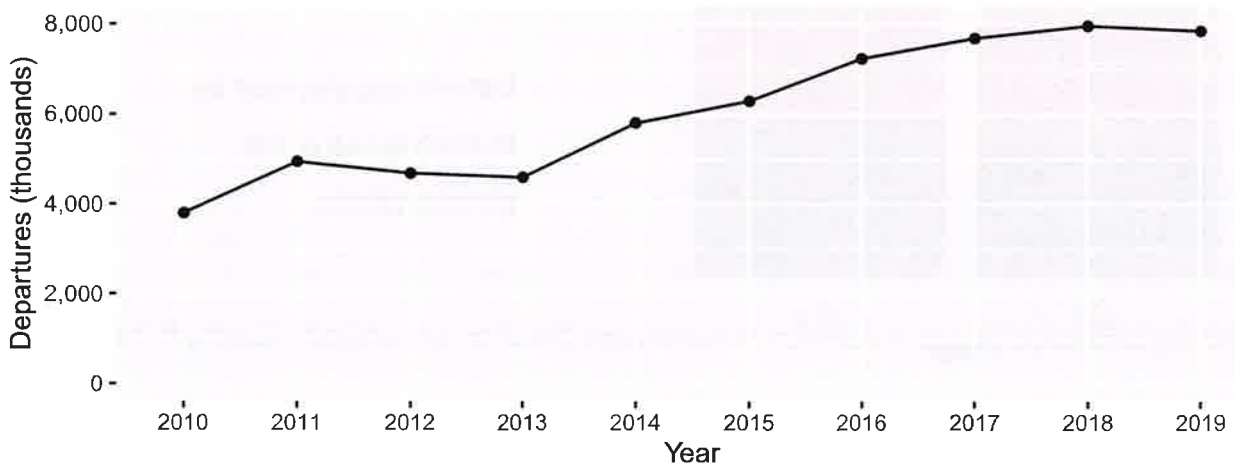


Domestic Accommodation Totals



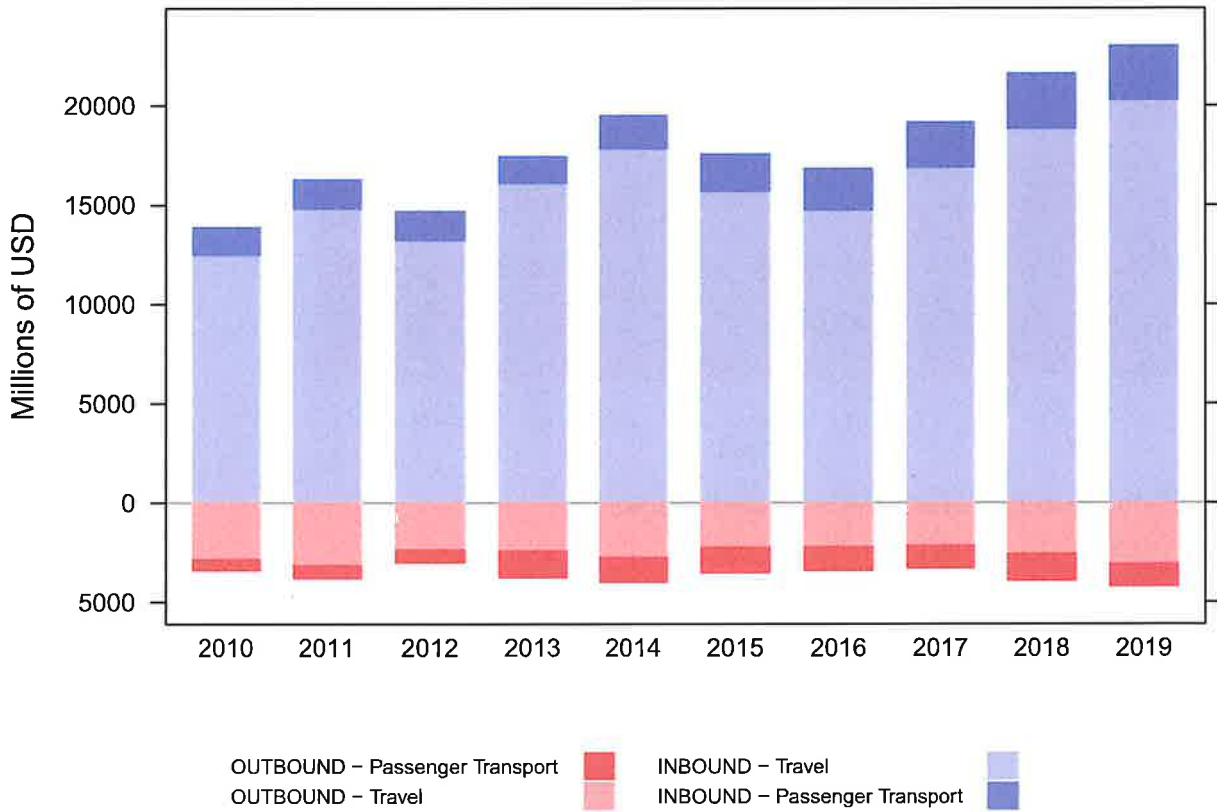
# OUTBOUND TOURISM

Total Departures  
Overnight (tourists)

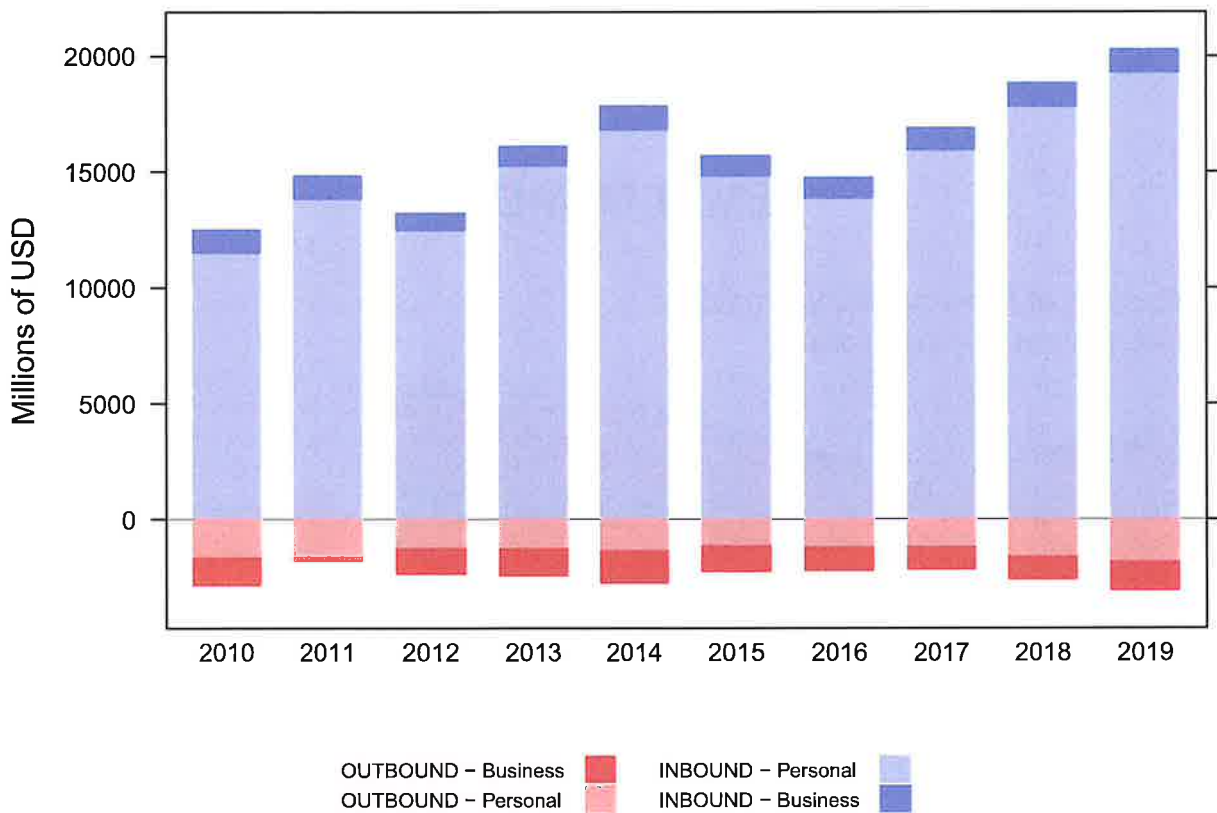


# EXPENDITURE

Total Expenditure: Travel and Passenger Transport



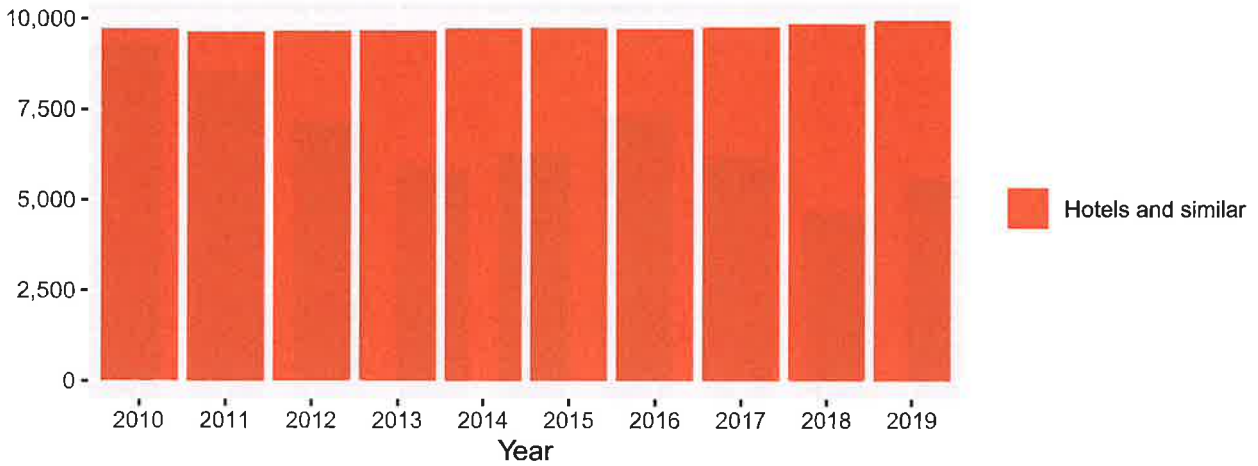
Total Expenditure: Travel only



# TOURISM INDUSTRIES

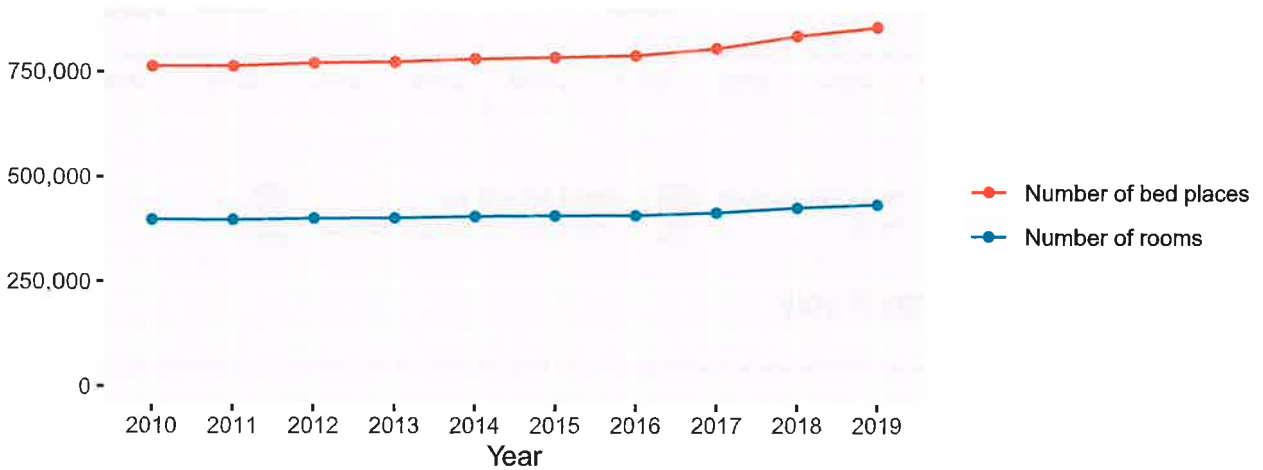
## Total number of establishments

By industry, as reported



## Total number of rooms and bed places

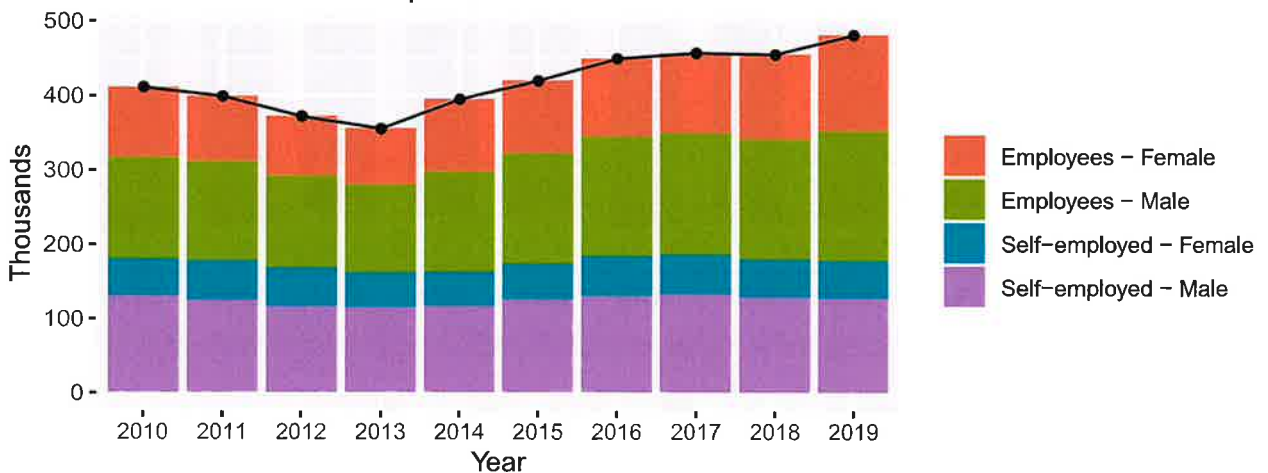
In Units



# EMPLOYMENT

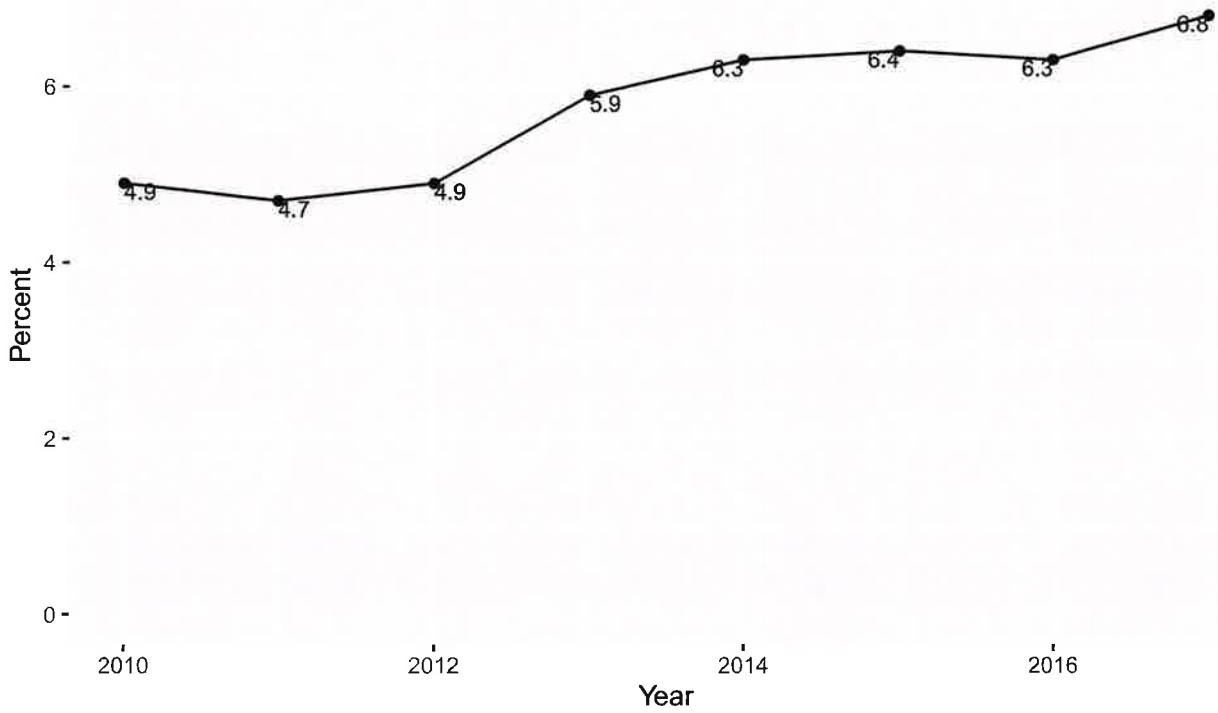
## Number of full-time equivalent jobs

Line indicates the total reported



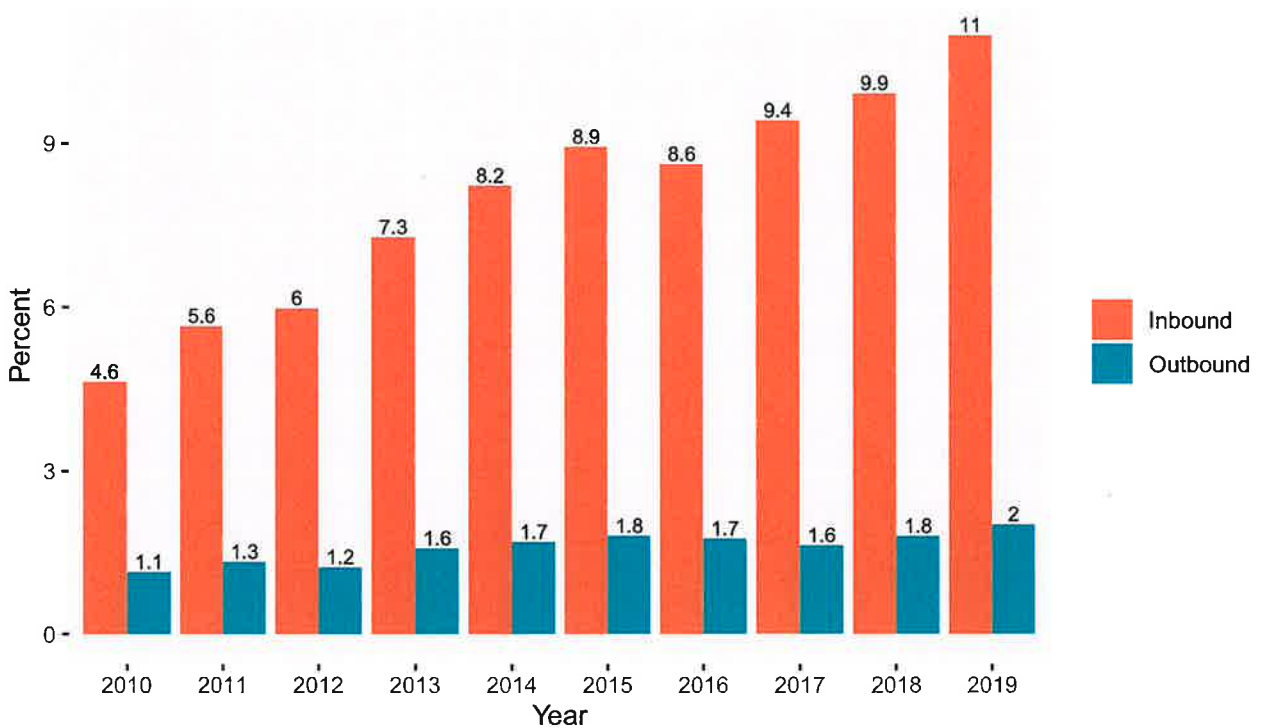
# MACROECONOMIC INDICATORS

Tourism Direct GDP \*  
As percent of total GDP



\* The data correspond to Tourism GVA (direct) as a percentage of total GVA. Data refer to Tourism GVA of industries 55–56 of NACE Rev.2 as % of total GVA.2011–2017 Provisional values

Tourism Expenditure over Total GDP  
Inbound and Outbound



# Attachment 5

## Transcriptions of the Interviewes Recordings

Ving – Manager Christer Aartum ( Corporate/ Chain)

Hotel Proimos Maizzonettes – General Manager Konstantinos Proimos ( Independant)

Boutique Hotel Sansal – General Manager Panos Markou ( Independant)

Hotel Kaliston Atlantica Resort – General Manager Efticis (corporate)/chain)

Campus Hotel UiS – Yaldir Morten Sagen

Clarion Hotel Energy – General Manager Gjermund (Corporate /chain)

Havly Hotel – Hotel Leder Tina Andersseen ( Independant)

Scandic Stavanger City - Hoteldirektør Ruth Hege Holst ( Corporate / Chain)

Boutuqie hotel EilertSmith - Hoteldirektør Tone Herigstad (Independenat)

## Transcript with Hotel Proimos Maizzonettes – GM – Konstantinos Proimos

Me (00:00):

Hello Konstantinos. Very good. Thank you. Now I find that a private room at the university, so I can go, is this big really? So we'll try and make it quickly. So, uh, but uh, maybe it will take 30 minutes, 40 minutes, but we buy so, yes. Uh, eh, first of all, I position hotel, I know [inaudible] an older hotel complex, uh, but, uh, how many years of, uh, in the hotel and hospitality in this lady, do you have,

Proimos Maizonett .General Manager K. Proimos (00:45):

How many years since? Uh, but I would say, um, since a year, 2000. So it's about three 21 years.

Speaker 1 (00:59):

And how many employees?

Proimos Maizonett .General Manager K. Proimos (01:05):

Well, uh, my family has [inaudible] as you perhaps already know. Yeah, yeah. I own one of them you might achieve as well, but I also, uh, I'm part of another one elsewhere, but in my hotel I have them at the moment I have two employees, two and a half as a matter of fact, uh, because of the COVID situation that has made us our parents. And of course, you know, we have, uh, the bar and working extended hours and so on.

Speaker 1 (01:45):

Yes. Yeah. Uh, later on, there will be some questions about if you had to lay off people. So I'm sure you had to lay off or, and you are a season hotel or seasonal, and that is your immediate thoughts about the pandemic situation.

Proimos Maizonett .General Manager K. Proimos (02:09):

Well, it's a very difficult situation for everybody. Maybe professions have been inflicted and including tourism of course, has been hit with the load. Everything went upside down, but the most important thing I would like to say [inaudible] there was some signs that it kind of took in task. Do it that's what was forming in that decades is now definitely decay because people go to want to call it. But even before the corporate, do you think that you would be nice to go along another 400 people breakfast and queue in order to take something like this, but this is the most important, uh, development, uh [inaudible] this is a good event because it does, as we know, is it's not good from many points of view, from the point of view of the user of the guest, as well as from the point of view of the economy local corner, because it's called a parade, it's just the, it doesn't leave a lot of money to the local society and so on and so forth.

Speaker 1 (03:38):

I agree. I agree. And, uh, it's, it's I think you do your observation is, is very, very good. And, uh, this shows also that, um, the pandemic can bring positivity, even though we don't hardly started it. Uh, maybe it pushed it more towards the IDs. You, you promoting, uh, some follow up question. Um, how is the impact on your stuff

Proimos Maizonett .General Manager K. Proimos (04:11):

And what I must say that, for example, in 2009 feet, I hit, eh, which was the last year before I hit about two, five employees, five, five and a half minutes. And because we had a season of puppet 2000 and

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theses, and two of them decided to set for something different as to what to keep them an opportunity to work all year round. And of course took me out of the difficult position to have to lay them off. That was the impact of a good coincidence. Yeah. And eventually one of these persons didn't mind manage to, uh, get the jobs to work. And she asked me if I put, um, hire a kid, I get, that was however you goes over the situation with the crop because we could, we had only one shift at the bar. And what we did is I paid, I, cause she has been working for me for many, many years. I, I, I decided to, uh, pay some [inaudible], um, uh, payments and then, uh, declare here as a staff that had to be left off work because of the COVID. So she would get some extra money for pickup company. Hmm.

Speaker 1 (05:52):

I understand that's a, I have another question also that, because it's how you take care of your staff during the pandemic and this shows, she was very good. Um, and the, uh, as a leader, how has it impacted on you?

Proimos Maizonett .General Manager K. Proimos (06:11):

Well, you know, I think I must complain, like everybody complains that we are all on the fine in our all. Please send out of the home. That's not nice. Of course I have to stop everybody that's complaining about yes. Apart from that. Um, but suddenly [inaudible] the reaction that most people had. I just focused more on my work. I did much more work usually. And, uh, that was kinda some kind of a period of introspection and, and inclusion. So that's how we perfect.

Speaker 1 (07:04):

Very good though. So I understand, uh, do you think we will have return turn to the same pattern as before uh COVID-19 that meaning back to the 2019 figures?

Proimos Maizonett .General Manager K. Proimos (07:17):

Yes. I hope not because it must be nice. It seems [inaudible] or some access because it's was [inaudible] we've compacted these markets, China upscale, all these very, uh, species to be eaten. And, uh, I don't think as a humanity nowadays, we had a problem with feeding ourselves, except in some way, uh, for the account to switch really fast to this problem countries. Uh, but in general there is enough food for everybody. And I also read in the newspaper today that 70% of the food what's right. It gets thrown away every day. So there's a month. Uh, we should do things a little bit better. We should have phonics five to do. People seem to be better at AEs, go over the, the worst. And, uh, and that, and eliminate the access to fix. This is a lifestyle that comes from the past, this ostentatious lifestyle. I think we should do that in the Navy to be a little bit more, have a wise position in the world.

Speaker 1 (08:45):

Yes. More sustainability. And what's the most sustainable [inaudible] uh, do you think hotel chains or individual operated hotels will manage the crisis best the big corporation or the smaller?

Proimos Maizonett .General Manager K. Proimos (09:07):

Yeah, as I said before, the quarter industrial and margin decline as well, because of course I understand that it's more to that. If I want to go for the quality date, it's very nice. If I go to the prevailing things, kids club and they take care of the kids on the die all the day and night habit, I'm allowed to relax. And my wife, uh, I understand this. You still need to have some of the big purpose, however, this idea of the peak of the bed, that [inaudible]



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Proimos Maizonett .General Manager K. Proimos (09:46):

Also, [inaudible] been many, many disadvantages he seems to be. And I think it's a good, good job. Now. I think that, I think he will be in confidence, eh, economically speaking, if they have crisis, uh, I don't know if you believe well in the sense that the state is assumed its power and has Keven sub sub pensions, would it be to be able to succeed, but particularly those that have, uh, do not have, uh, a profession to cause jobs set of clubs. Uh, so I'm happy about that. I am fed them this whole idea, big [inaudible] notion that we do not need as a market regulate itself and the society, because they could make itself quite lapsed because we now see with COVID how much we need this stock state to support me it needs.

Speaker 1 (11:09):

So, uh, uh, in your opinion then what sustainable measures do hotel leaders need to address or implement at the time, at the moment or in the recovery phase?

Proimos Maizonett .General Manager K. Proimos (11:24):

Yes. Uh, uh, it's very important to try to secure our satisfied as, as, as satisfied bite, but as small businesses, small businesses are [inaudible], it's something that we should be in the center of the social, uh, bond, even you, uh, I think big businesses. And I think I'm, I, I, we can save that because when that, as people move from Greece, that they're extremely wealthy maybe out of, not particularly, [inaudible] the long gone, you know, they're not attached to the society. They don't have in effect in the society. And we, the small businesses are the heart of the society and they need to be sustained that need to be stopped, going to be able to set the seeds and the not good to continue the European society. You can ask you as we know it that'd be a good one.

Speaker 1 (12:37):

Yes. And there's also answered the next question. So actually, uh, so, um, uh, has COVID-19 pandemic impacted the revenue for your hotel? Okay. Yes.

Proimos Maizonett .General Manager K. Proimos (12:53):

Yes, of course. Of course we, we had around 80% decrease of that evidence and, uh, [inaudible], uh, as I said, a word assignment that was a little bit of support that, you know, why also having a second job at the university that was very nice. We bought us to make ends meet, uh, and to sustain ourselves and to be able to leave as we lived before. Uh, and that is a good thing. That is a great achievement because I was very worried. Yeah,

Speaker 1 (13:40):

Yeah. Yes. Everyone. I know. It's, it came to sudden, and then what you have to look for opportunities and at the same time, try to manage and it's, it was not easy for no one, I, I know, uh, has COVID 19 pandemic impacted your occupancy rate, your average daily eight, are you oh, but you said 80%. So

Proimos Maizonett .General Manager K. Proimos (14:06):

I wouldn't say it's affected our daily dates. [inaudible] the same. Yeah. We decided not to go into extreme discounts to people because in any case they would have not. So many people go left [inaudible] choice, pay many on this petty, inexpensive aids. We, we know our audience and how, I



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guess the people you got to have jobs, we don't, uh, we don't aim to cause the exploits and on the mask or no, all these [inaudible]. Yes. So we want to keep our rates as they are.

Speaker 1 (15:05):

Right. Um, and your immediate thought about the future summer season and about the lights and the occupancy rates, I assume you will remain the same. Uh, but you expect higher. Yes,

Proimos Maizonett .General Manager K. Proimos (15:20):

We expect. Or we we'd be happy if we have, uh, um, uh, 10 or 15% higher, uh [inaudible] last year, which was a disaster, the disaster. Uh, uh, of course I must say that the Greek government implement the program last year, fairly quickly. And of course the Greek people to have a holiday and [inaudible], and that came to the hotel. And that was very, very there. We have never had some increase. That was good. That was very good. It was interesting. Yeah. And

Speaker 1 (16:06):

It worked actually, they came also,

Proimos Maizonett .General Manager K. Proimos (16:09):

Yeah. That people could take a holiday for a fraction of the price that they would normally need. And then half of the price they paid, half of the state pays so about the poster [inaudible] and everybody was happy.

Speaker 1 (16:35):

In your opinion, as a professional, a hotel owner, what was the aftermath of this pandemic be for the revenue and for the hospitality industry?

Proimos Maizonett .General Manager K. Proimos (16:47):

Yeah. It's all save everybody, Steve baby now. Uh, so we don't know exactly how would we change the habits of the people who have come to greet use? We had a fading, likey blood banking, as we know, because we have a lot of Scandinavian guests who we all like very much and who has been things elapsed between the Norway, Ben medic, Sweden cream, which continues and upgraded, glad we are happy. And we would like to maintain these hours out as our guests who knows, however it was going to happen. I hope that as, uh, now there is about 1 million people have been vaccinated. I hope that say that by the end of a half of the population, we would be practicing. So I hope that that encourages people to come and spend the holidays and relax, and also ask to have all of the impact as we normally do.

Speaker 1 (18:02):

I think from a Scandinavian perspective, they are ready to leave as soon as the bulldoze open and it's permitted to travel, they will. So it's a political, it's a political decision, I think it's, uh, and, uh, if, if they allow us to travel without quarantines and without, uh, all these, uh, yes, but there is positive science, as you say, with vaccinations and then hopefully

Proimos Maizonett .General Manager K. Proimos (18:39):

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Yes. I hope that the vaccination to be able to move freely and to, uh, EMP to take the calling thing without concern. Yes.

Speaker 1 (18:54):

Uh, I, I look positive. Uh, are you positive to the future after COVID-19?

Proimos Maizonett .General Manager K. Proimos (19:03):

Uh, I hope so. I hope so. I think that the COVID-19, um, show that we have to move is more sustainably or sustain a society. And, uh, I hope that this will take place. I felt [inaudible] in terms of the, like I am posting. Yes.

Speaker 1 (19:33):

And, uh, how hard has the COVID-19 affected, uh, your hotel on a scale from zero to five, where five is significant and seal is no impact?

Proimos Maizonett .General Manager K. Proimos (19:45):

No, I think, uh, I would say four. Cool.

Speaker 1 (19:51):

Uh, could you mention some direct consequences

Proimos Maizonett .General Manager K. Proimos (19:57):

And consequences for the better believe use season, for example, where we opening concerts for efforts, we open on the 1st of July, we usually open on the 28 months. Ah,

Speaker 1 (20:11):

So you had the delayed opening also shortened. It went really

Proimos Maizonett .General Manager K. Proimos (20:15):

Well. We delayed 30, 40 months. And to me every few days, you know, cause we were fully booked that's a few days, whereas in the past from the moment that we all [inaudible]. Yeah.

Speaker 1 (20:43):

How, uh, yeah, this, you said about solution oriented. So this is okay. Uh, how is you and your organization working now? Like a recovery planning, strategics? Uh,

Proimos Maizonett .General Manager K. Proimos (20:57):

Yes. Uh, you mean my business or do you mean my business?

Speaker 1 (21:02):

Yes. The hotel organization

Speaker 3 (21:04):

Or the hotel? Your business? Yes.

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Proimos Maizonett .General Manager K. Proimos (21:07):

Well, yes, like every year, like most of the people who do, uh, in their inquiry in Crete, we tried to gradually upgrade and make them better. So this year we are painting, there is outside, we had a scratch and then a [inaudible] we're hoping to think what, uh, you were wind park, but you know, it's the wind farm. Yeah.

Speaker 1 (21:48):

This fall. And it took eight energy. Yes,

Proimos Maizonett .General Manager K. Proimos (21:51):

Yes. Yes. Because we, when you bought the two that we farm, we can take another one in your model model.

Speaker 1 (22:06):

Yeah. So you get more of a green energy. Uh, yes, this is good. Uh, good measures. Yeah. Yeah. How do you perceive our industry actions and ONOS, uh, in implement measures to reduce costs. Yeah. You said a little bit about this actually, and I guess you already own notes, so you don't have any, uh, bald, uh, above you.

Proimos Maizonett .General Manager K. Proimos (22:38):

I don't have any board of trustees.

Speaker 1 (22:42):

Yes. So you are independent owner, so, and, uh, I guess you said about the sustainability and the more, uh, uh, personal, uh, hospitality contact to the, uh, the big industrial hospitality. Uh, so I have this, um, yes, uh, I, you said those are this, but about the guests, uh, how effect COVID-19 you initiatives and social responsibility towards guests and the, uh, local suppliers. But I guess you already mentioned that you are doing service as normal. So the local suppliers are not affected. So, so greatly, I guess then

Proimos Maizonett .General Manager K. Proimos (23:28):

You've got the local suppliers. I must say they were affect because we, for example, we, we decided that the 2020 season we would have only one shift at the bar this, uh, dramatically, uh, uh, uh, restrict the power supply. Yeah, of course. And there was a fall in the [inaudible] that the fall was experienced, gender bias. Uh [inaudible] as we have been here before, so it affect a lot the supply support group.

Speaker 1 (24:15):

Have you done anything to, to, um, uh, uh, keep, uh, keep the suppliers or are they going bankruptcy or will there be a problem for you to get new suppliers or this sustainability around or social responsibility?

Proimos Maizonett .General Manager K. Proimos (24:35):

Yeah, the government has, uh, has times to support them as well. And we tried to also, uh, uh, uh, what have used associated responsibility by having an organization. We have an organization [inaudible] that tries to implement some measures, basically shell, uh, we try to help each other, and we've tried to also, uh, uh, try to make some improvements. Don't want the government to, to have some focused on payment of the, uh, laws implemented for us a little bit. Yes, politically. Yes. Yes. And we also tried to,

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uh, uh, our members to have good standards in their cocktails. Uh, we tried to be in contact with so that they could use the capacity.

Speaker 1 (25:42):

Very good, very good. Um, uh, what solutions and strategies are most sensible to reduce the consequences of COVID-19 that are destroying the interior of the hotel and catering industry and, uh, yeah. With what measure would you suggest solutions and strategies, but, uh, I guess

Proimos Maizonett .General Manager K. Proimos (26:07):

To, to limit the spread? Yeah, yes. Yeah.

Speaker 1 (26:10):

Or the consequences for the hospitality industry, not the actual disease, but, uh, for, uh, uh, for the hospitality industry, uh, what, uh, like to keep closed or to reduce cost or, uh, lay off people or, uh, uh,

Proimos Maizonett .General Manager K. Proimos (26:27):

But okay. Not a better tool to have a sustainable future, you mean? Yes.

Speaker 1 (26:31):

So there will be hotels after the, to which strategies and solutions to, to reduce the consequences for the hotels and the hospitality industry. But I guess you said with government also lobbying what we

Proimos Maizonett .General Manager K. Proimos (26:46):

Try to basically do everything we need, but we are very much more conservative as far as the initiatives we had to take. Uh, so I think this, perhaps it presents most of the people that were much more conservative, very, very careful with money and, uh, uh, outlet, also being careful with whatever investments we want to make, because, uh, one reason is the fact that when they had to operate a last season, [inaudible] we have to change many of the protocols. Like for example, we have to buy some special steam cleaners from the rooms. Uh, we have to have, uh, uh, [inaudible], uh, liquid soaps that, uh, with the alcohol there, we had to change all these protocols, which was not easy. It was, uh, and

Speaker 1 (28:03):

There was an extra cost for the hotel source. So that, what

Proimos Maizonett .General Manager K. Proimos (28:06):

Was the next one? It was, it was a considerable cost.

Speaker 1 (28:09):

Could the risk, uh, it, it was, um, it was at risk for the sustainability to, to make. Yeah. So I guess, uh, for, to, uh, how, uh, question number 10 on how you facilitate the cover, the cover and attack guests and the returning customer, I suppose, that you also want to tie in, change these protocols and remove, go back to the, so you don't have any measures like this. Yes.

Proimos Maizonett .General Manager K. Proimos (28:42):

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And that is something we've learned to do when the baby is going to be some kind of, uh, uh, won't be, the disease will be down, but when the disease is all over the animal, we go back to what we knew. But, uh, even if, uh, half of the Greek population is vaccinated and, uh, uh, we'll still maintain the same protocols this coming year. Okay. So it will not be, there will not be a full recovery. Uh, yeah. We cannot say cons without guests, unfortunately. [inaudible] yeah.

Speaker 1 (29:28):

So yeah, the, the, the recovery will, or when do you, when do you think, uh, the recovery we'll, we'll start the, uh, the real recovery from this? Uh, yes,

Proimos Maizonett .General Manager K. Proimos (29:43):

Probably in the fall in this coming fall, uh, we have least hope to expect somewhere, uh, that we will have over coffee disease. [inaudible] because it will not have any impact on us anymore. This is what they call it. But, uh, I, I,

Speaker 1 (30:12):

This was not the case. Yeah. I didn't get the last part. Uh, it's it's stopped legal, uh, stopped.

Proimos Maizonett .General Manager K. Proimos (30:23):

Um, I, yes, I've said that, uh, I, I sent them the hope that that could be looked at for when we have already counted disease. Yeah. I don't know whether this is to have TVs [inaudible] disease, but was that the case? Yeah, same

Speaker 1 (30:48):

For me. Same for me. I was also under that

Speaker 3 (30:52):

Impression. Um, so-so

Speaker 1 (30:56):

Most likely if, uh, with your hotel and your organization, you believe to start like, hopefully a 20, 22 spring 2022.

Proimos Maizonett .General Manager K. Proimos (31:08):

Yes. Yes. Yes. Um,

Speaker 1 (31:22):

And, and, and how will the recovery be, be driven by organization or by each hotel owner, or you think, uh,

Proimos Maizonett .General Manager K. Proimos (31:33):

I think probably by a combination of the two now, the fact that we were, and the fact that we were, uh, we spent the season without so many cases, uh, uh, had a good side effect the sense that we allowed us to stink, where we would like to go, what is the direction, eh, what is it that extra we want to think in

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the future with regard to what kinds of stories more than Google and, uh, uh, now I think, uh, [inaudible] uh, before, uh, set up [inaudible]

Speaker 1 (32:23):

I agree. I understand. And, uh, how often do you bring up the topic of the pandemic and the restart cubism within the hotel and your, uh, your staff, uh, novel, uh, once a week or more often once a month or less frequently, or always like all the time?

Proimos Maizonett .General Manager K. Proimos (32:45):

Well, where we operate at eight, it is a topic that is on a DPN level because we have to be very alert as far as, uh, in case we have any incidents in the hotel [inaudible] so we must be very alert. So we always have to, uh, go talk to each other and, uh, this issue with each other in order to be able to keep everything in order.

Speaker 1 (33:27):

So it's a high focus and higher height daily, daily issue

Proimos Maizonett .General Manager K. Proimos (33:32):

You took daily shoot. Yes. Yes.

Speaker 1 (33:36):

Uh, question 12. Do you need a strategy for recovery following the pandemic or, or do you, you will continue your plan, a business planners, or you will, uh, I have, uh, uh, totally agree, somewhat agree, neutral or slightly disagree, or completely dis

Proimos Maizonett .General Manager K. Proimos (33:56):

I just have to work. I could eat, of course I need this. We always need strategies on as business persons, uh, part of the future, but, uh, uh, I think that it is very important that as a society to take some decisions and follow them, and that is a matter of the state,

Speaker 1 (34:23):

Uh, and yeah, on employees, you didn't keep on, uh, how satisfied are you with, uh, government support, where they unsatisfied on satisfied, neutral, satisfied, or very satisfied

Proimos Maizonett .General Manager K. Proimos (34:41):

I'm satisfied,

Speaker 1 (34:44):

Uh, government restrictions, the same, uh, very unsatisfied, uh, unsatisfied, neutral, satisfied, or very satisfied

Proimos Maizonett .General Manager K. Proimos (34:53):

I'm satisfied

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Speaker 1 (34:56):

And government information.

Proimos Maizonett .General Manager K. Proimos (35:00):

Yes. I'm satisfied. Yes.

Speaker 1 (35:02):

And, uh, your local authorities,

Proimos Maizonett .General Manager K. Proimos (35:06):

The local authority, please? Uh, I would say, uh, I see very broad initiatives from the local Mr. Bailey. Uh, I'm rather neutral. I would say

Speaker 1 (35:21):

I understand, uh, here in the, in your hotel, uh, we are open to all ideas, creativity from all employees and stakeholders, uh, on a scale from a five w which is incredibly open and seal, which is closed. Where would you put your hotel organization? I, I would

Proimos Maizonett .General Manager K. Proimos (35:45):

Say that we take very seriously our employees because we have very few, very few of us. Yeah. So we have about pay pass and none to contact each other. And we all worked for the same bed was quite too tight as a team. Uh, so I would say that's four. Yeah. But four,

Speaker 1 (36:12):

Uh, does the hotel, uh, take its social responsibility important towards employees and stakeholders during the pandemic? I guess you already said so, but, uh, totally agree. Somewhat agree, neutral or slightly disagree or completely disagree.

Proimos Maizonett .General Manager K. Proimos (36:29):

No, I agree.

Speaker 1 (36:31):

Yeah, me too. And how you explained you, you try to help them find other jobs and if not, at least to keep them on a retainer, which is really good. And just some small questions to, to end off with, uh, uh, what steps have you and your organization taken directly to minimize the damage of the pandemic? Uh, I guess you have reduced staff. So this is one,

Proimos Maizonett .General Manager K. Proimos (37:01):

Yes, yes. One is a single vaccine of a bottle by the sheets, for example, where we opened up on the [inaudible] lanes and the afternoon, and not by the asked we used to have. And, uh, yes. And it's a bit more conservative with regards to how much we, how, how many new things we implement in a year.

Speaker 1 (37:36):

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And what steps have you and your organization taken to be prepared for the next crisis? Open, dynamic into the future?

Proimos Maizonett .General Manager K. Proimos (37:46):

Yes. I don't know. To tell him to do the work. What kind of, uh, what, what do we mean expect, uh, if she, uh, uh,

Speaker 1 (37:56):

But you have a, like a crisis management plan in place, or

Proimos Maizonett .General Manager K. Proimos (38:01):

Yes and no, I must say that we don't have anything that, that, that I, I, I've been up to consult, uh, this company with, which I have my insulins. Uh, we'll see what could be done, uh, in that direction, because it's important that you have a plan. Yes.

Speaker 1 (38:27):

Yeah. Because I guess many people were caught off guard and I think only the few had the crisis management plan in for or insurance. Like you say, uh, only the Wimbledon tennis tournament had an insurance as far as I found out, uh, to, to digging into it. And so question 19, I guess you said it in a way, but do you believe we will see the end of COVID-19?

Proimos Maizonett .General Manager K. Proimos (38:56):

Yeah, I hope so. Yeah. I hope so, Ash. I see no reason why we shouldn't see, unless there is a mutation of the virus that can not be, uh, by any of the vaccines, but I doubt,

Speaker 1 (39:15):

Uh, 20, do you believe the COVID way of hospitality business? Yeah. You said that 20, 22 years, this, you said, but not for the 2019 figures. Um, yeah. And just, uh, the last question, uh, your personal advice for undergraduate student in 2021 to what, what would you advise be to

Proimos Maizonett .General Manager K. Proimos (39:40):

[inaudible] in tourism and hospitality in the hospitality industry, uh, is, uh, follow your dreams

Speaker 1 (39:54):

And follow them diligently. Well, thank you so much.

Proimos Maizonett .General Manager K. Proimos (40:08):

[inaudible] lovely country. Thank

Speaker 1 (40:10):

You. We will. And hope to see you this summer. And, uh, we'll take a coffee. Thank you. Yes, we have. Thank you. Bye bye.



## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

00:00:00

*Me - Kjetil Kristoffersen:* OK, so, um, your position is, uh, hotel manager and organizational hotel is essential, particularly well, I understand

00:00:11

*Interviewed - General Manager Panos Markou:* Sansal boutique hotel, Yes

00:00:14

*Me - Kjetil Kristoffersen:* How many years have you been in the hotel industry?

00:00:19

*Interviewed - General Manager Panos Markou:* I personally, I have been about 20 years.

00:00:23

*Me - Kjetil Kristoffersen:* In the hotel Industry 20 years from 2000. Yeah, that's good. Uh, how many employees do you have

00:00:32

*Interviewed - General Manager Panos Markou:* for the moment? Uh, up to now there are about, uh, 11 employees in the hotel making about, uh, in a month or approximately in June, depending, you know, depending on this crisis situation, it would be the the number would be double. I mean, would be like twenty employees.

00:00:57

*Me - Kjetil Kristoffersen:* Ok, have you also had to fire some people because of the covid-19 pandemic?

00:01:04

*Interviewed - General Manager Panos Markou:* No, not really. Uh, the situation here in Greece, the government has made some laws. Where would the employees get, uh, some and get some money from the government directly? Actually, like in unemployment like and unemployment money., So if the hotel closed from November until now, what does that mean? That we will open again? And so, the employees get paid from the government for all these months that the hotel is closed.

00:01:38

*Me - Kjetil Kristoffersen:* OK, so. Yeah, so you didn't actually have to put them on leave or anything because you are a seasonal hotel,

00:01:44

*Interviewed - General Manager Panos Markou:* We are not a seasonal hotel, we closed only due to the fact that, Covid.19, because there were no flights, there were no people traveling, so there was no point in keeping the hotel open.

00:01:57

*Me - Kjetil Kristoffersen:* Okay, well, good. So, you are all. Yeah, perfect. Uh, and what is your immediate thoughts about the pandemic situation?

00:02:08

*Interviewed - General Manager Panos Markou:* Uh, um, I really hope that. I mean, about commodities, we will have drastic changes in the situation. I mean, we are planning to open the hotel on the 12th of April, approximately, I may say, from the government and on the news, uh, approximately mid April, that will be it will start opening the restaurant, the shops,

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

almost everything. So I'm hoping in about a month it will be pretty much over and it won't be over. I know it won't be over, but we will start making, you know, uh, progress. Yeah.

00:02:53

*Me - Kjetil Kristoffersen:* Uh, so, uh, the impact on your staff is, uh, how has it been? You already said, I guess, that they all put on leave has been other things,

00:03:07

*Interviewed - General Manager Panos Markou:* uh, you know, the whole, uh, psychological thing. No, not really. I mean, they, uh, people they they just have to stay at home, keep safe and wait to for everything to do to be over. Yeah.

00:03:26

*Me - Kjetil Kristoffersen:* So it's difficult in isolation

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*Interviewed - General Manager Panos Markou:* because of course I was always told the whole world.

00:03:34

*Me - Kjetil Kristoffersen:* Yeah. Yes. Yes. Uh, as a leader, how has it impacted on you.

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*Interviewed - General Manager Panos Markou:* Uh, actually I'm trying to to, to be the one with the less impact because, uh, I'm the one that has to gear up and everyone and being positive and I think positive, and I can make the others do so. Yes. I always try to be positive as a person to. Yeah.

00:04:02

*Me - Kjetil Kristoffersen:* Uh, really good. That is so true. Um, do you think we will return to the same pattern as before covid-19 happens

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*Interviewed - General Manager Panos Markou:* and not this year? Actually, let's be realistic. Not this year, but from next year, hopefully. Yes. We we we we have learned to, you know, to be more careful and clean up more and, um, and, you know, make sure that we keep safe after all this after this whole year of trying to keep safe. And but I think we will be back to normal. Most likely from 2020 to

00:04:50

*Me - Kjetil Kristoffersen:* 22,

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*Interviewed - General Manager Panos Markou:* not being 21 now.

00:04:54

*Me - Kjetil Kristoffersen:* Do you think the big hotel chains or the small individual operated hotel will handle the crisis best?

00:05:04

*Interviewed - General Manager Panos Markou:* And as far as I see, also here in the area of high and in general in Greece, I think small hotels are the ones that can more easily handle

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

the situation. Actually, a small hotel, easier to clean and to keep safe and to keep control, actually, than a huge hotel.

00:05:30

*Me - Kjetil Kristoffersen:* Yeah, that's true. And do you do you believe that the guest will continue to travel? You see, I think you said you hope to be returned by 22, but you think they will travel in the same way with the trains and the airlines.

00:05:47

*Interviewed - General Manager Panos Markou:* And it all depends actually not on the people that want to travel, but on governments and mostly political and economic decisions are not up to us. Yeah, and that's the only issue, I think people who want to travel. But if airlines exist and if airlines have, you know, arranged itineraries and everything, yes, people will travel. People were trying to travel in any case. Yeah. People are fed up with all these situations, so they need to travel.

00:06:27

*Me - Kjetil Kristoffersen:* That's true. Yeah, I agree. Uh, what, uh, measures, uh, maybe to be more sustainable. What do you think hotel leaders need to address or implement?

00:06:43

*Interviewed - General Manager Panos Markou:* We just need to prioritize the whole keep clean and keep safe situation actually in our properties. I mean, we need to pay attention more to our everything we know, work to our every day what we are going to do. And we need to to keep everything under control. Cleaning is concerned as far as, you know, the whole situation. Yet we try to have more to do and to make people feel safe.

00:07:22

*Me - Kjetil Kristoffersen:* Yeah. Safe to give the guests safe. Yeah. Is there any similar measures you think the government should take more actions to help the hospitality industry?

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*Interviewed - General Manager Panos Markou:* When it comes up to money and funding the hospitality, the government has to help hospitality, the hospitality industry and officials also say food and beverage industry, because they are the ones that have a huge, huge problem these days. And other than the money, of course, and measures to. As I said before, to make people feel safe while traveling, I mean, and, uh, organized, uh, tour operators organized at the airline companies to make people feel safe. Yeah.

00:08:26

*Me - Kjetil Kristoffersen:* Um, is there any other, uh, factors you think would play in for the recovery of the industry? Like, I don't know, micro my macro gastronomy, European Union, uh, is there anything that comes to mind that will help for the recovery of the hotel hospitality industry?

00:08:47

*Interviewed - General Manager Panos Markou:* I think all the members of the European Union, as you mentioned, have to and all countries actually have to work together. And I mean, seriously, we're together about this and try and make, um, and take measures, health

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

measures and everything, you know, common for all countries that will participate in this. I mean, you can feel safe coming to Greece, but coming from a country that doesn't feel safe or the opposite. Of course.

00:09:27

*Me - Kjetil Kristoffersen:* Yes, it is. Yeah. And to be uniform, for all of the countries with EU

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*Interviewed - General Manager Panos Markou:* important think yes to poor countries to try and operate, to try and work together. I mean, Greece, for example, and support, uh, the UK, for example, and Greeks can go and travel to the UK tourists, then the UK should do the same.

00:09:56

*Me - Kjetil Kristoffersen:* Yes, I understand. I agree.

00:10:01

*Interviewed - General Manager Panos Markou:* It sounds a bit like austerity but its being that actually.

00:10:05

*Me - Kjetil Kristoffersen:* Yeah. Yeah. No, I see also in the news, it's like everyone for itself and this, this doesn't help anything.

00:10:15

*Interviewed - General Manager Panos Markou:* So it doesn't help anyone know anything, everyone for themselves. It's not going to help even the country I think is trying to take measures and everything. Yeah. I'm just going to be you know, I love travelling within the country, but that's the tourist industry, you know.

00:10:32

*Me - Kjetil Kristoffersen:* So, how how has covid-19 pandemic impacted the revenue for your hotel? And you mentioned already you had to close, so I guess it's impacted.

00:10:44

*Interviewed - General Manager Panos Markou:* A lot, a lot, a lot, I don't have anything more to say. We have had to close the hotel so you can understand the consequences.

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*Me - Kjetil Kristoffersen:* I understand. Um, and then, uh, how has the covid-19 pandemic impacted your occupancy rate and that, of course, also is similar then because you closed. So you didn't have it?

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*Interviewed - General Manager Panos Markou:* Exactly, yes. It's exactly similar. I mean, we we closed. We didn't have any request. We didn't have an invasion. And now we are trying to you know, we're making plans for that problem for the coming months. But even if we make plans and the government decides something else for tomorrow, all the plans that we make will be, you know, a disaster. Yeah. Be before. So we have to make new plans. And we're pretty much in this situation right now. We're just making plans for at least the season from June onwards. Mhm. That's what we can make for now. That's the only thing that we have for sure I think.

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

00:11:55

*Me - Kjetil Kristoffersen:* Yeah. How was the twenty twenty season. Was it uh only local jewelry store you had also.

00:12:02

*Interviewed - General Manager Panos Markou:* Although no we mostly had British, French and German actually. And you know for us, for some company hotel it was the first season we opened and the first of August for the first time. It's a brand new property. Yeah. So it was from the beginning, it was really hot because we opened being in a market where everybody was scared because of course, being in the same situation was hard anyway. Yeah, but we opened we were above 90 percent occupancy every day for at least those three months that we operated. And then the airline stopped. Everything had to stop. The restaurants closed. So there was no point for somebody to come for vacation in Greece then. I mean, if they came for vacation, they would stay in the hotel. And I don't mean that situation.

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*Me - Kjetil Kristoffersen:* No, no, I understand. Yeah. So, uh, has this covid-19 pandemic impacted your average daily rate? Have you made any adjustments down or.

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*Interviewed - General Manager Panos Markou:* Uh, a guess? Because we we closed the hotel, we didn't have to make any adjustment. So now for the coming months, I guess we're making adjustments, but we are trying to keep a certain level for the property, to be honest, because I truly believe that if we if we keep the level of services over before starting to take property that we have here and people will, uh, people will see that, yeah, we lower the rates. Uh, the more you lower the rates, it doesn't mean that you we have actually absolute reservations.

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*Me - Kjetil Kristoffersen:* No.

00:13:59

*Interviewed - General Manager Panos Markou:* Hundred percent lower the level of the hotel. So we're trying to be somewhere in the middle. Yeah.

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*Me - Kjetil Kristoffersen:* Oh, we had the same in when we had the revenue management school. And they say also about place the strategies. It's not always the best to focus on price

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*Interviewed - General Manager Panos Markou:* with the best idea again. Yeah.

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*Me - Kjetil Kristoffersen:* So so you didn't make any adjustments and you, uh. But do you think you will put the prices higher because, uh, the cost of pandemic we

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*Interviewed - General Manager Panos Markou:* call a dynamic price dynamic. Dynamic pricing actually. So, uh, yeah, there are a month and there are days that we lower the prices

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

and there are days that we have been higher than last year. And it depends usually depends on the number of reservations that we have a known quantity that we can cancel. And if it's, for example, August or September with the top of the season, the high season here in Greece and the area BINYA, you really cannot lower the prices. No, no, no. Those months, the fall anyway.

00:15:12

*Me - Kjetil Kristoffersen:* Yeah, I understand. Um, yeah. Uh, so what is your immediate thought about the future summer season.

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*Interviewed - General Manager Panos Markou:* That it's going to be a really good season with the difficulties that we already faced last summer season. I mean, and wearing masks, taking all those safety measures and precautions and the public health measurements, everything would be the same last year. But people would know better now and it would be scared of it year.

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*Me - Kjetil Kristoffersen:* Yeah, that's more prepared.

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*Interviewed - General Manager Panos Markou:* Exactly. Because we saw that people traveling last year and did not have a of it on in mind, I mean, they they wanted to travel, they came and they didn't have in mind all these measures. They had to take my wife being in a foreign country now. I think everybody is more or less trained. Yeah. To follow things like that.

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*Me - Kjetil Kristoffersen:* Yeah, that's true. Yeah. I understand.

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*Interviewed - General Manager Panos Markou:* It's been a year or so. I think everybody.

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*Me - Kjetil Kristoffersen:* Yeah I know it's been a routine for everyone. It's not. Uh yeah I see what you mean. In your opinion, as a professional hospitality manager, hotelier, what will the aftermath of the pandemic be? What do you think the aftermath for the hospitality industry then?

00:16:57

*Interviewed - General Manager Panos Markou:* And that's pretty tricky. I know there will be a company that will survive. And I don't speak for the Greek. Yeah, only. Yes, a company that will survive will be, you know, the the the winners of the survivors of it. But it's really hot and steamy.

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*Me - Kjetil Kristoffersen:* So you believe there will be many bankruptcies,

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*Interviewed - General Manager Panos Markou:* many, many companies, and you

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

00:17:32

*Me - Kjetil Kristoffersen:* believe there will be bankruptcies in the hospitality industry then?

00:17:35

*Interviewed - General Manager Panos Markou:* Yes, definitely. Of course. Yeah. And most likely the huge companies and tour operators will survive, but some small companies will have to go bankrupt. Because let's not forget that it's been a year and some, many, many and what has not opened last year olds, so it may not be able to open this year to that would be the disaster. Yeah, that's. Yeah, yeah,

00:18:19

*Me - Kjetil Kristoffersen:* yeah, yeah, that is so, um, with regards to the future of, uh, after Pan covid-19, uh, are you, uh, if you are positive and I have, uh, do you strongly disagree, disagree and either agree or strongly. Strongly agree.

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*Interviewed - General Manager Panos Markou:* How about what I'm sorry.

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*Me - Kjetil Kristoffersen:* Well, yeah, if you are positive to the future after covid-19, after the pandemic is finished, yes,

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*Interviewed - General Manager Panos Markou:* of course we have to be positive about it.

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*Me - Kjetil Kristoffersen:* Now, you said

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*Interviewed - General Manager Panos Markou:* so in order to continue being the.

00:19:01

*Me - Kjetil Kristoffersen:* On a scale from zero to five five is significant. How hard has the covid-19 affected you and your hotel

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*Interviewed - General Manager Panos Markou:* and say not less than five? Okay. Unfortunately, we had to close the market, so. Yeah, that's the end of it.

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*Me - Kjetil Kristoffersen:* Yeah. And that was my follow up. If you could mention the direct consequence of that is you had to close the hotel, I guess, which is the was the consequence actually, um,

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*Interviewed - General Manager Panos Markou:* the worst scenario that we faced even now we know. So we try to make things better now. Yeah.

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*Me - Kjetil Kristoffersen:* Uh, how solution oriented are you about the recovery of covid-19 on a scale from zero to five or five is significant? Uh, solution oriented.

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*Interviewed - General Manager Panos Markou:* And let's say for I mean, we're really looking

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

forward to two to finish. To finish. So we're trying to find solutions to Anatolii to keep faith and to keep everything under control.

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*Me - Kjetil Kristoffersen:* Uh, yeah. You do have some other strategies for recovery except from, uh, from this with keeping the guest safe.

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*Interviewed - General Manager Panos Markou:* Not really. We try we try to keep everything up as we have for this one, because we try to keep everything under control. Um, concerning safety, concerning, you know, cleanliness, everything. And this is the food production, the cleaning of the room, everything. Yeah.

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*Me - Kjetil Kristoffersen:* Do you, um, do you do any special marketing or any like this focus for recovery or how is your organization working now.

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*Interviewed - General Manager Panos Markou:* Uh, any special marketing? We will point out definitely that we are taking all the measures possible to make everybody feel safe. Yeah, I mean, that's the most important now, people that want to travel anyway. So we have to give them a safe place to shop.

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*Me - Kjetil Kristoffersen:* Yeah. And you have a lot

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*Interviewed - General Manager Panos Markou:* of people

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*Me - Kjetil Kristoffersen:* now. Yeah. And you have the advantage of being small, uh, more intimate, more private hotel with not a lot of people like maybe.

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*Interviewed - General Manager Panos Markou:* Yes. That's that's an advantage for us.

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*Me - Kjetil Kristoffersen:* Did you have a crisis management plan, uh, before the crisis happened?

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*Interviewed - General Manager Panos Markou:* I'm sorry,

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*Me - Kjetil Kristoffersen:* uh, if you had, like, a crisis management plan, like, uh, like, uh, like a strategy in place, if I can secure, uh, did you have such thing before the crisis happened, the days

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*Interviewed - General Manager Panos Markou:* before the crisis happened? Yeah. A actually not a crisis management plan about how to handle these savings covid situation. We have, you know, a plan if we find and if we found it in one of our guests, in one of our staff and like that, because we had to have these, uh, I've got a crisis management plan for what we were



## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

going to do. Everything happened so fast. I mean, the travel industry collapsed within a few days, but you never really know what you're going to do the next day. I mean, no, in two days. So everything happened really, really fast. So the only way for us or the company to survive would be to close the book. Yeah. You know, minimize all the expenses and wait for a few months until this thing recovers. Yeah.

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*Me - Kjetil Kristoffersen:* Yes. That was a good strategy. Um, and I guess you will take these lessons learned with you into a future crisis management plant or what are you thinking about that?

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*Interviewed - General Manager Panos Markou:* I think after we get over this situation that we are to that we are going through now, we have to come up with some more crisis management plans about similar situations. We have to have them. Yes.

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*Me - Kjetil Kristoffersen:* Um, how has this pandemic affected your social responsibility with stakeholders and other things, your duties? Has it changed your your working day? Very much so.

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*Interviewed - General Manager Panos Markou:* And when we went back, we would be back in operation again. Yes. And we changed the way we do things during working hours. So it will affect us. Yeah.

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*Me - Kjetil Kristoffersen:* Uh, what solutions or strategy do you think is, uh, most sensible, uh, to, uh, I guess you actually also this because you closed the hotel and that was the most sensible strategy to to take.

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*Interviewed - General Manager Panos Markou:* So but I think yes, it was it was one way actually we had nothing else to do. There were no options.

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*Me - Kjetil Kristoffersen:* And how do you facilitate for recovery and to attract guests? Uh, which I asked you a little bit about marketing and your marketing, your safety and and, uh, safe atmosphere is the other things in the

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*Interviewed - General Manager Panos Markou:* two main marketing goal. Actually, our main marketing issue for for at least this season. Yeah, that would be the safety and safety. You know what, protecting our environment.

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*Me - Kjetil Kristoffersen:* Yeah. Um, how often do you bring up the topic of the pandemic and the result of tourism in plenary at your hotel once a week?

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*Interviewed - General Manager Panos Markou:* Always. Oh very,

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

00:25:29

*Me - Kjetil Kristoffersen:* very often, yeah. Every day or

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*Interviewed - General Manager Panos Markou:* almost every day. We try to we do we limit discussions with the owners and management company to see what we will do and when we are supposed to do things and trying to keep up with all the, you know, the government decisions and what we hear on TV, unfortunately.

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*Me - Kjetil Kristoffersen:* Yeah. So do you agree to actually

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*Interviewed - General Manager Panos Markou:* take much longer? No, no, no.

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*Me - Kjetil Kristoffersen:* Excuse me. Sorry, sorry. No, it's uh. Uh, um, do you believe we will see the end of covid-19?

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*Interviewed - General Manager Panos Markou:* Yes. Yes. It will take longer than we think probably and longer than meets. Uh, we presented it on TV, but yes, we would get on course. Yeah. And then we have to think that way.

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*Me - Kjetil Kristoffersen:* Yeah. On the government's report, are you satisfied or unsatisfied from the government side?

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*Interviewed - General Manager Panos Markou:* There are many, many things the government can't do and hasn't done yet. But let's hope for the best. Yeah.

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*Me - Kjetil Kristoffersen:* Uh, and the restrictions from the government. Are you. You satisfied, very satisfied.

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*Interviewed - General Manager Panos Markou:* They have proved to be unaffected. Yeah, to be honest,

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*Me - Kjetil Kristoffersen:* and the information given from governments, has they been bad or good or you satisfied, unsatisfied or

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*Interviewed - General Manager Panos Markou:* neutral or somewhere in the middle because it's too much information. Yeah, we don't know which of these is true when we teach. Just exaggerating and which is not true. Yeah. And I wake up in the middle. Kappler. Yeah.

00:27:17

*Me - Kjetil Kristoffersen:* Um, do you. Yeah. You have a strategy to do so. And I think you said you believe the recovery of hospitality will be 2022.

## Transcript Interview with SanSal Boutique Hotel GM- Panos Markou

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*Interviewed - General Manager Panos Markou:* Most likely, yes. Yeah.

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*Me - Kjetil Kristoffersen:* OK, thank you very much. Then I will not take any more of your time. And um, thank you so much. And uh, thank

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*Interviewed - General Manager Panos Markou:* you very

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*Me - Kjetil Kristoffersen:* much. Same bye bye.

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*Interviewed - General Manager Panos Markou:* Bye bye. Well. OK.

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

00:00:00

*Interviewed - General Manager Eftikis Petroakis:* I will start now with calling the Kalliston Hotel to do the interview.

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*Interviewed - General Manager Eftikis Petroakis:* By the end of the night, so you have to send me the invitation and then I said, OK, and it was just 11 there because maybe it was your time. Yes, I was.

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*Me - Kjetil Kristoffersen:* I was afraid maybe it was confusing with the times. I wasn't sure what they put in there. And yeah. But anyway, we are here out. It's perfect.

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*Interviewed - General Manager Eftikis Petroakis:* Yeah. It's a great thank you.

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*Me - Kjetil Kristoffersen:* And you are the. I would just start straight away with into you. It's OK.

00:02:05

*Interviewed - General Manager Eftikis Petroakis:* Yes. Yes, yes.

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*Me - Kjetil Kristoffersen:* And you hold the position of director at the hotel manager.

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*Interviewed - General Manager Eftikis Petroakis:* Yeah. General Manager

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*Me - Kjetil Kristoffersen:* And the hotel is part of a chain,

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*Interviewed - General Manager Eftikis Petroakis:* yes, Atlantica Hotels its organised as s chain.

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*Me - Kjetil Kristoffersen:* How many years have you been in the hotel industry

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*Interviewed - General Manager Eftikis Petroakis:* since seven, nine, 30, 40 years.

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*Me - Kjetil Kristoffersen:* So you are a good candidate for me to you then? Thank you for that. How many employees do you have

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*Interviewed - General Manager Eftikis Petroakis:* in the hotel 150?

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*Me - Kjetil Kristoffersen:* Did you have to lay off any due to the pandemic flu pandemic?

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*Interviewed - General Manager Eftikis Petroakis:* And you mean they were from employment and from their staff? Yes. Yes. Anyway, this is a complicated, more

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

complicated because the or you know, we we don't leave the stuff, but where we think they got along and slowly, slowly we

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*Me - Kjetil Kristoffersen:* take them back. So you put them on

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*Interviewed - General Manager Eftikis Petroakis:* any seasonal up anyway? Yes. Not only to the end of April and the expense of occupancy and how they would go about seeing Christmas day by day. We employ most of the staff, but normally all of this stuff works least six months now. It will not happen like last year because it will not be six months from now.

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*Me - Kjetil Kristoffersen:* So, yeah, actually, you didn't have to lay any off because of because you already are only your staff is only contact for the season.

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*Interviewed - General Manager Eftikis Petroakis:* So I don't know now what happened. Just a coincidence that we opened last Monday. We can go because I found the group, a specific group of about 90 people trying to get us out of the we opened the hotel and it will be April. But this is not to do it was the next guy who I think wanted to stay here or see if nothing else happens when we close again. Huh? I did meet the same group and we in open love me like one month. Hmm. And, you know, the situation is not so easy. And so you can't keep, you

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*Me - Kjetil Kristoffersen:* know,

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*Interviewed - General Manager Eftikis Petroakis:* without people.

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*Me - Kjetil Kristoffersen:* No, of course not. Of course, everyone the same now, so and so with other worlds than you. Because of the pandemic, you have started to also look for other segments, group and to to try and fill the hotels in different ways. That's how I

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*Interviewed - General Manager Eftikis Petroakis:* understand this is I

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*Me - Kjetil Kristoffersen:* get your immediate thoughts about the pandemic situation.

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*Interviewed - General Manager Eftikis Petroakis:* It's very strange, very strange. And nobody I believe it will last. So much so. This is the most horrible thing. Yes. Because we could understand that it could happen, but not now. We have already started the second year and say it's more about one year. That's from this is that nobody expected.

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*Me - Kjetil Kristoffersen:* And it's been difficult

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*Interviewed - General Manager Eftikis Petroakis:* and of course, it is difficult, of course, and it's a difficult assignment, but

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

00:06:12

*Me - Kjetil Kristoffersen:* how has it impacted on your staff, you think?

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*Interviewed - General Manager Eftikis Petroakis:* And because first of all, since they don't work so much, it's financial problems in their families and their lives. So it is difficult for everybody

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*Me - Kjetil Kristoffersen:* that is seen as a leader. How has it impacted on on you?

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*Interviewed - General Manager Eftikis Petroakis:* What I mean, in

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*Me - Kjetil Kristoffersen:* essence, as a leader of the organization, how has it impacted

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*Interviewed - General Manager Eftikis Petroakis:* for me? OK, I guess I like everybody. Yeah, we have the distinctions that we have in the business. Yes. I don't think it's an impact really. But the problem is that you don't feel comfortable because you can't walk and you can't produce. It's just a problem. You can't do your job. And then always you have to try to work more to try more. And it's not like the situation that we were running. All have to find other ways, like we found another way to work. A lot of money. These people. Yes. To care about anything. Exactly. We are working every day, even on holidays, because you have to take time out to eat. But at least. Yes, we bit so this lost.

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*Me - Kjetil Kristoffersen:* Yes, I a sense. Do you think we will return to the same pattern as before covid-19?

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*Interviewed - General Manager Eftikis Petroakis:* We not very fast. It will be for me, not even next year? No, not even. I'd like to put it back on the features of 19. No, no way. Even next year. Hmm.

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*Me - Kjetil Kristoffersen:* Do you think since you are a part of a chain compared to individual operated hotels, you think which of you would cope best with the crisis?

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*Interviewed - General Manager Eftikis Petroakis:* The individual accounts are more difficult because they have don't usually have less on the same departments. And so they are not so dependent, let's say, as the change that they have in life, 100 percent with Mr..

00:09:06

*Me - Kjetil Kristoffersen:* How do you believe the guest will travel in the future the same way or in a different way?

00:09:14

*Interviewed - General Manager Eftikis Petroakis:* I don't believe that it will. It's a good time, but slowly, slowly, because people always want. Yes. And even if I ask myself, I didn't I don't care. I just want to go home, OK? But the only thing that we are living the good life. Yes.

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

00:09:37

*Me - Kjetil Kristoffersen:* Yeah, and I guess you said already the next question, you believe 23 will be the year that the earliest.

00:09:45

*Interviewed - General Manager Eftikis Petroakis:* Maybe I'm a bit optimistic that things I think will go except if something new happens. Yeah, we don't know.

00:09:57

*Me - Kjetil Kristoffersen:* What's this? We don't know, uh, what sustainable measures. Uh, have you as a hotelier, though, needed to address and implement like like you said, you need to sales and marketing towards different groups.

00:10:16

*Interviewed - General Manager Eftikis Petroakis:* Yes. This is very strong and we have to do it in a different way of seeing more selling points. Also, you have to have specific measures now for savings because, of course, you don't have the same income as you have in the past and minimize the losses. It's many, many things.

00:10:49

*Me - Kjetil Kristoffersen:* Uh, is there any sustainable measures you think the government should take or if they already have taken to avoid this destruction of the hospitality

00:10:59

*Interviewed - General Manager Eftikis Petroakis:* and the cost of laying out some anyway economic financial measures? But anyway, the basic and the government's also relating to the East and the other and they compete. So what? We can get something to get something. Yeah, you never know.

00:11:23

*Me - Kjetil Kristoffersen:* But one of the I interviewed, he said that the Greek government had a program for Greek tourists, that they would pay some of the Travelex. What do they cost? Do you think they would still do this?

00:11:40

*Interviewed - General Manager Eftikis Petroakis:* Well, I don't really know which I don't believe because they have spent a lot of money, not with the people trying to to keep alive, let's say, all the all the stuff for the people because they should be paid every month since last year, only about five hundred seventy five hundred fifty. It's a special monthly, let's say, from the government. And it's managed about more than a million some millions of people. They take this money and nobody was expecting that to last so long and it was gone. And that's why I don't believe that they have so much

00:12:23

*Me - Kjetil Kristoffersen:* demand on the package. Money is used,

00:12:27

*Interviewed - General Manager Eftikis Petroakis:* as I understand

00:12:31

*Me - Kjetil Kristoffersen:* it. But therefore, for the until 2010, you think the micro and macro will reinforce that it will be only Greek to most only European tourists

## Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis

00:12:44

*Interviewed - General Manager Eftikis Petroakis:* and European, European, European.

00:12:50

*Me - Kjetil Kristoffersen:* But the international tourists most likely will will have to wait,

00:12:56

*Interviewed - General Manager Eftikis Petroakis:* this is for sure, but not because of this time. And this will be for everybody. It's not what this is all on. What has been this situation has nothing to do. That's the same in Greece. It will be more late or something like this, or in France and Spain, not everything we've got about the same, the same, the same period of time

00:13:33

*Me - Kjetil Kristoffersen:* as you don't think Europe as a bloc will be looked longer or less than the old and exclude everyone else. But you think

00:13:44

*Interviewed - General Manager Eftikis Petroakis:* because they are like the Middle East, for example, that they are already starting to open? Yeah. And that I don't want to waste the big one that we are always that can be like this. But the problem is they are the off the this will come slowly, slowly and steadily.

00:14:10

*Me - Kjetil Kristoffersen:* Um, has a covid-19 pandemic impacted the revenue for your hotel

00:14:18

*Interviewed - General Manager Eftikis Petroakis:* as a and not difficult extreme, the losses are sovereignty and left here. For example, we lost about eight percent of their annual revenue this year, but we expect everything to 40 percent. And we're always comparing lengthy.

00:14:43

*Me - Kjetil Kristoffersen:* Yes. To 19. Yes.

00:14:45

*Interviewed - General Manager Eftikis Petroakis:* Yes. And that's why I ask that we have to do that in the future. Hmm, OK, I probably will be less than zero, but still not exactly.

00:15:03

*Me - Kjetil Kristoffersen:* And I understand the how has how has covid-19 impacted your occupancy rates?

00:15:11

*Interviewed - General Manager Eftikis Petroakis:* I mean, the percent occupancy. Yeah, the same with the system

00:15:20

*Me - Kjetil Kristoffersen:* and your average daily rates. Have you had to reduce.

00:15:25

*Interviewed - General Manager Eftikis Petroakis:* No, it's the same noise. That's the only thing that we end up making places. But the prices will remain. Does the.



## Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis

00:15:37

*Me - Kjetil Kristoffersen:* Are you planning to increase troops to cover losses so.

00:15:43

*Interviewed - General Manager Eftikis Petroakis:* Oh, yeah, look, I know you can't it's not what you want. I think that all these things will remain the same. I it's also clear that we will be living like this just to stop going everything enough that the people who. Yeah, but not for the moment. It's stop.

00:16:04

*Me - Kjetil Kristoffersen:* Just in your opinion, as a as a hospitality manager for many, many years, what do you think will be the aftermath or the consequences from the pandemic when we finish in London,

00:16:25

*Interviewed - General Manager Eftikis Petroakis:* which

00:16:29

*Me - Kjetil Kristoffersen:* I mean when after 23 years, will it be a new world or will it be a different to travel all

00:16:38

*Interviewed - General Manager Eftikis Petroakis:* over differences? Of course it would be because we already would have started to do what we already know and all of these safety protection plans that once we have implemented that we have to work on them and they will remain. I don't believe that we will forget them and that will start to see how and nothing, no nothing will ever happen.

00:17:13

*Me - Kjetil Kristoffersen:* It will be

00:17:15

*Interviewed - General Manager Eftikis Petroakis:* even though I think are some of them that will remain in our lives. Mm hmm.

00:17:29

*Me - Kjetil Kristoffersen:* And are you positive to the future after covid 19 and I have some options, strongly disagree, disagree, neither agree or strongly agree.

00:17:42

*Interviewed - General Manager Eftikis Petroakis:* I have personally been blessed to be find.

00:17:54

*Me - Kjetil Kristoffersen:* On a scale from five to zero, how hard has the covid-19 affected your whole team? Well, I

00:18:02

*Interviewed - General Manager Eftikis Petroakis:* it

00:18:07

*Me - Kjetil Kristoffersen:* can you mention some direct consequences?

## Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis

00:18:10

*Interviewed - General Manager Eftikis Petroakis:* I mean, yeah, revenues, working and operating expenses, profits, everything stops. Not looking maybe.

00:18:26

*Me - Kjetil Kristoffersen:* Not exactly. Yes, I understand. And on a scale from five to zero, how solution oriented are you about the recovery of covid-19?

00:18:43

*Interviewed - General Manager Eftikis Petroakis:* Of how. Yeah, I am trying to find.

00:18:51

*Me - Kjetil Kristoffersen:* Yeah. Until five.

00:18:52

*Interviewed - General Manager Eftikis Petroakis:* Oh maybe

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*Me - Kjetil Kristoffersen:* so. Yeah. For that. Can you mention any strategies that you are planning or you have in place for recovery

00:19:04

*Interviewed - General Manager Eftikis Petroakis:* or one of the other. Because we haven't discussed how what the future for the quality of life. The first thing that we have to do is to give a new action on sales and marketing. Then we'll see how how we're going to proceed because this year is the first let's say, you know, we go we will try it and here will do the experiments because everything we see, what works is more positive vision for the year. So this year will be the year that will be the people who will make us more and more obvious. Hmm.

00:19:59

*Me - Kjetil Kristoffersen:* Yeah. And then actually, this is you answered almost this next question. How is you and your organization working now? So I guess you're working on creating strategies.

00:20:13

*Interviewed - General Manager Eftikis Petroakis:* This is.

00:20:23

*Me - Kjetil Kristoffersen:* Do you now or did you have in place before the crisis secured a crisis management plan?

00:20:30

*Interviewed - General Manager Eftikis Petroakis:* Yes, but no such thing. We always have, but not such extreme situations. Yeah, we have to start thinking about these things. Yes, we do that with you because you also it's it's still asking for this crisis. Yeah, of course we will. We will look.

00:20:54

*Me - Kjetil Kristoffersen:* And how effective the covid-19 pandemic, your initiatives and your social responsibility towards guests and stakeholders and your operational duties by stakeholders. Of course. I mean, supply

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

00:21:10

*Interviewed - General Manager Eftikis Petroakis:* is not something you see anything at all. No. Such as.

00:21:20

*Me - Kjetil Kristoffersen:* What solutions and strategies do you think are most sensible to reduce the consequences of a pandemic?

00:21:29

*Interviewed - General Manager Eftikis Petroakis:* I first of all, I follow all of the protocols which would have implemented that. We are waiting five hours every week, every week, because, you know, when you start something, you can be designing, can you fix it now? And after it, you follow it. A is dynamic. Someone already will have implemented their special The Chain, and we'll work on it. And we still updated. You updated every week.

00:22:18

*Me - Kjetil Kristoffersen:* And how do you facilitate recovery to attract guests and your returning customers to to to send letters for you to communicate social media all over

00:22:32

*Interviewed - General Manager Eftikis Petroakis:* social media, media and so say want you see all the double agents us with?

00:22:50

*Me - Kjetil Kristoffersen:* What advice would you like to communicate to this pending market and guests that wants to travel?

00:23:00

*Interviewed - General Manager Eftikis Petroakis:* But well, just that we know the markets and the markets are the same. They have to come here. Everything is safe, but they also have to be. Let's see how this all works, because we noticed that some guests, some companies and their companies that they are they are not so much convinced that they are not. We saw the Web and

00:23:35

*Me - Kjetil Kristoffersen:* people getting tired also after one year with restrictions.

00:23:39

*Interviewed - General Manager Eftikis Petroakis:* I see, for example, the companies out announced that are from Germany and Switzerland, one of them. And they are every day here, 24 hours. They never take off even the masks when they get. And it's very important in the restaurants, for example, we have we are we obliged everybody to use not only masks, but also gloves when they have also otherwise they can go home. We don't even know the 20 percent that your face. I am sure that different nationalities, they will not do it.

00:24:22

*Me - Kjetil Kristoffersen:* Yes, I think you are right.

00:24:26

*Interviewed - General Manager Eftikis Petroakis:* It's not going to OK.

00:24:28

*Me - Kjetil Kristoffersen:* No, no. This is good too. Yeah. For the safety and for the recovery.

## Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis

How do you think the recovery from next year will be driven? What would be the way to get the green light? Of course, maybe.

00:24:45

*Interviewed - General Manager Eftikis Petroakis:* I guess I would be, yeah. By the way, I think because those investigations after the resignation of the big percentage of the population in Europe, the same people, they would be more free and they will probably look like before.

00:25:11

*Me - Kjetil Kristoffersen:* Yeah. So they don't need anything cause it's more political

00:25:16

*Interviewed - General Manager Eftikis Petroakis:* responsibility and especially the next year. This year, it still makes the I believe it would be OK.

00:25:25

*Me - Kjetil Kristoffersen:* Um, how often do you bring up the topic of the pandemic and the restart of tourism in plenary at your organization, your hotel,

00:25:36

*Interviewed - General Manager Eftikis Petroakis:* and very often like a little more than once a week, maybe. Sometimes, yeah.

00:25:48

*Me - Kjetil Kristoffersen:* Do you think you need a strategy for recovery following the pandemic?

00:25:52

*Interviewed - General Manager Eftikis Petroakis:* We don't know it's a good like at the moment because probably we don't need the strategy. And the things that we do already is now on side of the safety measures and together with the not at all. You hope it will work, but we're not sure if we need to do something in the future for them on this snails rather than just themselves.

00:26:24

*Me - Kjetil Kristoffersen:* Hmm. Uh, you need to take the phone was OK. Have you kept all your employees? I think we said

00:26:36

*Interviewed - General Manager Eftikis Petroakis:* we would keep everybody with them. Let's say they are on the run. And I don't know what is the same exactly. Yeah. The problem is how long? How many days.

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*Me - Kjetil Kristoffersen:* Yes. How much work. How many hours is that?

00:26:54

*Interviewed - General Manager Eftikis Petroakis:* This is the point.

00:26:57

*Me - Kjetil Kristoffersen:* Uh, how satisfied are you with. And I have some option here. It's very unsettling for the government to report.

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

00:27:07

*Interviewed - General Manager Eftikis Petroakis:* Yeah. Right. Satisfied. Many just satisfied. Yeah. And takes your government. It's very unsatisfied because it's it's not logical and some decisions are. Yes. There's not a lot of money. For example, now that we closed we closed yesterday the area here and it's we got to go go all this seven, seven p.m. and three kilometers from here is another municipality, another area, a satellite, nine something. So, yeah, I understand here the six o'clock they are nine. Yes. Yeah. Many things that they are so confused. And so to see why especially when you believe that they say that you don't have to point too many people together, but if you die then you have the only way that you have the ability to bring the people, listen to those you know are allergic. Yes, it's very, very strange and it's very insightful. And I was amazed, sure, that they provide these unsatisfied authorities are unable, don't know to because they cannot look the here because the government got so they don't have power or authorization. Republicans just follow the road so they don't have to go. But, yeah,

00:28:43

*Me - Kjetil Kristoffersen:* they they don't have any affect

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*Interviewed - General Manager Eftikis Petroakis:* here in every state that it's the systemised, the political systems that.

00:28:51

*Me - Kjetil Kristoffersen:* Yeah, I understand, uh, having your hotel organizations, are you open to all ideas and creativity from all employees and stakeholders on this going?

00:29:05

*Interviewed - General Manager Eftikis Petroakis:* You fight for it.

00:29:11

*Me - Kjetil Kristoffersen:* Uh, does your hotel organization takes its social responsibility important to all its employees and stakeholders, people? And just to summarize, what steps have you and your organization taken directly to minimize the damage of the pandemic?

00:29:32

*Interviewed - General Manager Eftikis Petroakis:* And first of all, by implementing the base of the governmental protocols and European principles, we have a special organizing principle and we follow. Exactly. And should we publish everywhere in social media and NGOs that we are told that safe? So got me stay here. And also we got go. We do before opening always a special training. The staff specific thing do a lot of stuff so they know how to react and what to do. We know the situation and we try to keep them in your way and stay safe even if it starts. Sometimes it's a bit stricter, but we have to do it.

00:30:40

*Me - Kjetil Kristoffersen:* Well, good. And, of course, you also have taken a cost reduction actions.

00:30:47

*Interviewed - General Manager Eftikis Petroakis:* Yes, I raised.

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

00:30:54

*Me - Kjetil Kristoffersen:* What steps have you and your organization taken to be prepared for next crisis or pandemic?

00:31:00

*Interviewed - General Manager Eftikis Petroakis:* We need them here. No, no, we're still working on this crisis. This is the future. I mean, look, you know, when you always want to that where you decide where the timing steps about the crises, all the previous crises that we've got, no paper, not no crisis was so hot and so scary like this one. So because this was something like in a field like this, these things that you don't believe that it can happen. So after this, you can think something. What one extreme there

00:31:39

*Me - Kjetil Kristoffersen:* was will be

00:31:41

*Interviewed - General Manager Eftikis Petroakis:* what will be the next.

00:31:43

*Me - Kjetil Kristoffersen:* So difficult. This is true. Um, do you believe we will see the end of covid-19?

00:31:55

*Interviewed - General Manager Eftikis Petroakis:* I don't know if we see yet because I think that we will never see the like that exists. But I will get used to this will be like a for example, like other diseases like this news. I think that we know that every week that the government wants to say, OK, OK, OK, let's look, something like this will happen and suddenly disappear like this will just be used to living with these and get used to this

00:32:36

*Me - Kjetil Kristoffersen:* part of everyday

00:32:37

*Interviewed - General Manager Eftikis Petroakis:* life.

00:32:38

*Me - Kjetil Kristoffersen:* And, uh, do you believe it? I think you answer this, but do you believe recovery of hospitality business will be 2022?

00:32:48

*Interviewed - General Manager Eftikis Petroakis:* No fooling. OK, well, know one way he is going, I'd say 70, 80 percent, yes, but not 100 percent.

00:33:02

*Me - Kjetil Kristoffersen:* And your personal advice for an undergraduate student in 2021, what would that be

00:33:10

*Interviewed - General Manager Eftikis Petroakis:* to continue not to seek employment now? No, I think we have to continue the fight against this.

00:33:23

*Me - Kjetil Kristoffersen:* Well, I agree that there's no jobs anyway now, so, you know,

## **Transcript with Hotel Kalliston Atlantica – GM – Eftichis Petroakis**

00:33:28

*Interviewed - General Manager Eftikis Petroakis:* of course, but these these buildings have to be prepared. They have to be there. Yeah. So it's nothing. Yes. OK, they finished and they go to work for what? We need more stuff and we need more specialized stuff always. And that's why we need that. We need not you know, the general that the the general attitude is that they have a degree and it's OK. No, no, no,

00:33:59

*Me - Kjetil Kristoffersen:* no, no, no. You need to say so. And management is more specialized. More knowledge.

00:34:08

*Interviewed - General Manager Eftikis Petroakis:* Yes.

00:34:13

*Me - Kjetil Kristoffersen:* Very good. This was my last. Thank you very, very much for participating, and I hope you could send I sent you one of these, but I can send it one more time. I just need your signature that

00:34:33

*Interviewed - General Manager Eftikis Petroakis:* I can sign it and

00:34:37

*Me - Kjetil Kristoffersen:* send it to me.

00:34:38

*Interviewed - General Manager Eftikis Petroakis:* Yes, I got you. Thank you. OK. I just need to know it's not the day because it's a holiday here. Yeah, was.

00:34:49

*Me - Kjetil Kristoffersen:* Thank you so much.

00:34:52

*Interviewed - General Manager Eftikis Petroakis:* Yeah.

00:34:52

*Me - Kjetil Kristoffersen:* Bye bye. Have a nice holiday.

00:34:55

*Interviewed - General Manager Eftikis Petroakis:* Yes, but.

## Transcript with Hotel ClarionEnergy – GM – Gjermund Dahl

00:00:00

*Interviewee- GM: Gjermund Dahl:* Unnskyld for at jeg er litt sen,

00:00:03

*Me - Kjetil Kristoffersen:* Ja for du har hatt mye karantene hotellgjester fra oljen og tenke på

00:00:05

*Interviewee- GM: Gjermund Dahl:* at vi har som gjør at vi også såkalt formelt sett innreise karantener her i

00:00:10

*Me - Kjetil Kristoffersen:* karantene hotel.. I alle fall så direkte men

00:00:14

*Interviewee- GM: Gjermund Dahl:* vi har jo friske når de kommer og så skal de holde seg friske før de drar i Nordsjøen. Jeg har kan det som er målet til oljeselskapene og så ville selvfølgelig kommunen at de skal a holde seg her for at de skal vise at de er friske at de

00:00:27

*Me - Kjetil Kristoffersen:* for da er det to formål

00:00:28

*Interviewee- GM: Gjermund Dahl:* hadde to formål etter som en ren kunne akseptere og den innreise karantene biten også. Men så de måtte forlate være åpent og kjørt stengte av selv om så vi fått andre gjester og på måte så. Så eg skal ikkje klage høyest på si for det andre så at uskyldige tyngre enn vi har.

00:00:46

*Me - Kjetil Kristoffersen:* Her får du kanskje direkte fått forbud mot å stenge av det også slik noen kunder fekk jo alle hoteller det en stund ?

00:00:52

*Interviewee- GM: Gjermund Dahl:* ingen fått forbudet det var verdt det er på her på eget initiativ. Det regnet i de få hotellene i nordfylket som har fått fylle det fordi at de har fått et vidt utbrudd. Gi bort en masse som de ikke får kontroll på. Da kan de få forbud mot å drive at kommunelegen kan si at dette har måtte stenge til vi får de som fikk til det brenne av. Nei så det. Det at det har vært hotell som har vært stengt av er markedsmessige grunner.

00:01:18

*Me - Kjetil Kristoffersen:* Ja ok. men. Det er jo grei avklart men ja fordi vi egentlig seier velegnet om et hun som en konsekvens av reiseforbud så har du fått næring forbud.

00:01:31

*Interviewee- GM: Gjermund Dahl:* Slik ja når man ikke kan kjenke alkohol og for eller å ha åpnet til 10 og du får ingen gjester etc ingen reiser med fly s

00:01:44

*Me - Kjetil Kristoffersen:* Jeg trenger en næring som

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*Interviewee- GM: Gjermund Dahl:* du anser det å være ja så blir i praksis deler men her du må åpent. Du har da er ingen gjester lei



## Transcript with Hotel ClarionEnergy – GM – Gjermund Dahl

00:01:50

*Me - Kjetil Kristoffersen:* av å fordøye. Men veldig bra. Skal man bare gi gass i Alanya. Da handler det om å beskytte det heller med å skrive ombusiness recovery over 19 after meeting och betale Tide den fine tittellåta. Men det går ikke an å skrive om det jeg gjorde fra en hotellkjede årsperspektiv kursen han oppfattet og krise Management har han planer på forhånd lite på. Hvilke tiltak og hvor mye redusert. Kor stor konsekvens har det vært av Covid-19 kommer jo ansatte mot seg jo. Her holder du dem på på gras eller er de heilt vekke sterk holdt oss og hvordan er knusende sosial er. Og det sosiale ansvaret blir tatt frem for for å ivareta leverandørens dine / stakeholders vil de ber om når hotellet er fullt operativt igjen. Ja vil du ha ansatt når du fullt operativt igjen er du klar for recovery. Planlegger du for recovery ? og den kontinuerlig planleggingen, og gjør litt sånne inntrykk så vel som spørsmål etter det direkte til situasjonen, men det er liksom det som vi skal få ut av intervjuet. Men først du er direktør ?

00:03:01

*Interviewee- GM: Gjermund Dahl:* Ja eller General Manager på nynorsk.

00:03:17

*Me - Kjetil Kristoffersen:* Ja det er vel noe mer internasjonalt.

00:03:21

*Interviewee- GM: Gjermund Dahl:* Tar du opptak også ?

00:03:25

*Me - Kjetil Kristoffersen:* Ja Jeg skrev det til deg også. Håper det er greit ? Jeg har søkt om tillatelse og jeg trenger en samtykke fra deg etterpå for å kunne bruke intervjuet. Ja så det er bare formaliteter. Er litt fordi etter posisjon er jo relevant for studium. Ja og du kan jo lett spores det du lese og sånt så men det er jo godt farlig innhold av den forstand så er det bare generelle ting se om det går fint på direkte økonomi enklere enn en av de eller noen som har med det litt generelle spørsmål om alle har en egen.

00:04:14

*Interviewee- GM: Gjermund Dahl:* Ikkje noko problemene så store hemmeligheter har vi ikkje, bare greit å hjelpe

00:04:18

*Me - Kjetil Kristoffersen:* Nei nei nei og idag kan man jo finne detaljer på PureHelp også!! hoteller jo Clarion Energy. Hvor mangen år har du hatt i hospitality industry ? tilsammen

00:04:37

*Interviewee- GM: Gjermund Dahl:* Ja med alt så har jeg vært i denne bransjen her i fem og tredve år 35 år

00:04:42

*Me - Kjetil Kristoffersen:* 35 , ja det var det jeg trudde. Så du står du midt i målgruppen for målgruppen vår se etter disse har minst tyve til 30 års med branseerfaring. For det har dog mer perspektiver enn hvis du bare våre fem , så det er litt viktig. Hvor mangen ansatte har du ?

00:05:02

*Interviewee- GM: Gjermund Dahl:* med er alt som er registrert på oss per i dag. Så sa ho på

## Transcript with Hotel ClarionEnergy – GM – Gjermund Dahl

lønn. 153 ansatte her. Med alt som er registrert alstå ikke årsverk men med antall hoder som er registrert

00:05:18

*Me - Kjetil Kristoffersen:* Er det før eller etter pandemien ?

00:05:25

*Interviewee- GM: Gjermund Dahl:* de er registrert på hos oss i dag som. De som blir tilknyttet oss i som status idag

00:05:29

*Me - Kjetil Kristoffersen:* Så dette inkludere permiterte og alt

00:05:32

*Interviewee- GM: Gjermund Dahl:* og ja dette er med alt Men for at det på mange som hadde jobber her i dag så er det litt annerledes.

00:05:43

*Me - Kjetil Kristoffersen:* Det kan ta et seinere spørsmål ved årets sesong hotell eller hele året

00:05:52

*Interviewee- GM: Gjermund Dahl:* Hele året.

00:05:52

*Me - Kjetil Kristoffersen:* Og helt kort de tankene som faller deg med en gang vedrørende pandemi situasjonen.

00:06:00

*Interviewee- GM: Gjermund Dahl:* Ja hva skal man si imideate thoughts about the pandemic situation. Ja vet ikke hvilke kan perspektiv du tenker på da.

00:06:10

*Me - Kjetil Kristoffersen:* Det er jo då fra et hotell eller fra ditt leder perspektiv som hotelldirektør er mer korrekt

00:06:18

*Interviewee- GM: Gjermund Dahl:* Nei asså.. Det er jo en krise dersom opplevde dere forslag ligger det en innleggelse. Så så kan man jo si som istad, de har fått lov til å komme relativt heldig ut av en som både har jeg er kanskje både strategisk avgjørelse og litt flaks og litt godt jobb men er uansett i krise. Det er ikke dette her vi skapt for i det heile tatt. Men samtidig kan du jo ta medl at det er noe vi har jobba som ikke kan si varmet på men vi har jobba aktivt i å se muligheter sjøl i krisen. Som du veit i alle krise fins. I alle disse finnes det muligheter. Stemmer det har vi vært og prøvd å være bevisst på.

00:07:09

*Me - Kjetil Kristoffersen:* Ja det er viktig, og som et oppfølgings spørsmål Har dette påvirket de ansatte denne krisen nå. På generelt grunnlag.

00:07:24

*Interviewee- GM: Gjermund Dahl:* Javisst skal passe sammen i for at det for ham imidlertid også jobber seg over kan usikkerhet er jo viktig. Det er et ord man har hørt mye. her i veldig

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stor grad selv om seg og usikkerheten som har også. Og det er får jeg jobb. Ka får eg jobb, og smitte!

00:07:48

*Me - Kjetil Kristoffersen:* sammen med at situasjon i samfunet er veldig usikker også.

00:07:52

*Interviewee- GM: Gjermund Dahl:* Vi har jo tross alt gjester på huset som i disse tider som som kan være syke og vi antatt syke gjester og hans syke ansatte og sånn som må usikkerhet både for egen helse men nå egen jobbsituasjon er vel det som vil om kort fortalt av den som er prega av her.

00:08:12

*Me - Kjetil Kristoffersen:* Som leder kordan har det påvirket deg ?

00:08:17

*Interviewee- GM: Gjermund Dahl:* I varierende grad for å si det sånn, også i den forstand at det er påvirkningen på flere måter.

00:08:25

*Me - Kjetil Kristoffersen:* Har det vært stegvis eller alvorlig

00:08:28

*Interviewee- GM: Gjermund Dahl:* at det er kjedelig her blant annet for at vi får holde på med det vi ønsker. Vi får så bruke huset til dere bygd for å brukes. Det e kommunikasjonsmessig en utfordrande.

00:08:51

*Me - Kjetil Kristoffersen:* Føler du du må gjøre andre oppgaver enn det du egentlig normalt sett ville gjort.

00:08:58

*Interviewee- GM: Gjermund Dahl:* Nei ikkje den situasjon som vi har vært i så har sluppet unna, så jeg har ikke stått i oppvasken eller i resepsjonen

00:09:05

*Me - Kjetil Kristoffersen:* Ja det er det andre hotelledere som fortelle de har gjort

00:09:08

*Interviewee- GM: Gjermund Dahl:* kunne i småting på en måtte, mens andre andre jo jo hundre prosent på Operative -så har eg sluppet det

00:09:26

*Me - Kjetil Kristoffersen:* Tror du vi vil returnere til samme situasjon som før pandemien altså 2019 tallene?

00:09:36

*Interviewee- GM: Gjermund Dahl:* Ja det tror jeg. Men jeg tror ikke alle aspektene vil jeg holde på med vil se helt like ut av det med noe variasjon. Men jeg tror at også vi skal tilbake igjen også men om det skjer i høst eller tjuetjue tjuetre er det alltid vanskelig å si. Men ja vi kommer oss opp igjen om en kanskje litt annerledes. Noen aspekter ved de.

## Transcript with Hotel ClarionEnergy – GM – Gjermund Dahl

00:10:05

*Me - Kjetil Kristoffersen:* Tenker du at hotellkjeder eller individuelle eierskap. Hotell Vi håndtere krisen best. Eller som best rustet?

00:10:19

*Interviewee- GM: Gjermund Dahl:* Uten Tvil. Så jeg så har vi som kjedet har hatt ansvar for på hotell i år. Ting er kastet i stolen sliter med på hovedkontoret, men vi på hotell nivå hadde by lettere

00:10:31

*Me - Kjetil Kristoffersen:* med konsern støtte å

00:10:32

*Interviewee- GM: Gjermund Dahl:* ha med og for at vi har en organisasjon i en del av en organisasjon og en helt annen kraft så vi at det letter en individuell modell uten tvil.

00:10:47

*Me - Kjetil Kristoffersen:* Tror du gjestene vil fortsette å reise og ta fly tog og andre transportmidler metoder. Og hvilken. Hvilke tror du vil bli?

00:11:00

*Interviewee- GM: Gjermund Dahl:* Verdi det å lytte til markedet om verden vil se like ut som før tju 19 og det tror kanskje akkurat det er et aspekt som får folk til å begynne med vil nok se litt annerledes ut. Også det du ville det du vil ikke. Nå er det kanskje noen år siden man sluttet å fly til Oslo for det som får tretti min møte, men hvis vi nok i enda større grad så ville la digitalisering. Her kan det gjøres kombinert hybrid. Eller må vi dra. Så jeg tror at tror nok at vi vil se en nedgang i - i en del av det vi holder på med blant anna for at reise blir vurdert om som eller vil bli i større grad vurdert som nødvendig eller ikke. Men før man bestemmer seg om det skal gjøres så så verden når det gjelder Stavanger vil fly være viktig. står valget om å ta fly vil være det viktigste for verden ennå.

00:11:53

*Me - Kjetil Kristoffersen:* Definitivt.

00:11:53

*Interviewee- GM: Gjermund Dahl:* å handle alt alltid land fra Stavanger høres ut som det med fly. Er du også når toget går saktere til Stavanger enn de gjorde på femtitallet så er ta det noen noen taklinger så tar nattog liksom kommisjonæren.

00:12:06

*Me - Kjetil Kristoffersen:* Men resten flyr du reiser er det dårlig infrastruktur i denne regionen. Definitivt har det altså det var du svarte sånn noen lunde men når tid tenker du gjester og turister vil komme tilbake til 2019 tallene.

00:12:22

*Interviewee- GM: Gjermund Dahl:* For oss,, så jeg håper jeg at når vi ser tjuetjueto så vil det ligne på tju 2019 i aktivitet.

00:12:34

*Me - Kjetil Kristoffersen:* Men håper ? tenker du da realistiske 2023 ?

## Transcript with Hotel ClarionEnergy – GM – Gjermund Dahl

00:12:39

*Interviewee- GM: Gjermund Dahl:* Eg ser egentleg ikkje no. ser ikke no. Veldig stor grunn at det ikke skal være 2022 - sånn at alle forutsetningene som vaksine og etc er oversatt

00:12:52

*Me - Kjetil Kristoffersen:* Ja pandemien er avblåst

00:12:55

*Interviewee- GM: Gjermund Dahl:* dette betyr at heile at at heile verden må vere i vater igjen innen nyttår i år. Viss det fortsatte sånn til neste år at du ikke kan reise velger at kor internasjonalt du vil dra, så får utfordringer tjueto og så så som mener egg. Håper tjueto skal nærme seg tjue 2019.

00:13:17

*Me - Kjetil Kristoffersen:* Forutsatt at pandemien er avsluttet innen høsten er i Norge. Hvilke bærekraftige tiltak har du som hotelleder følt behov for å ta tak i eller introduserer i hotellet

00:13:38

*Interviewee- GM: Gjermund Dahl:* i samband med covid-19 tenker du ?

00:13:39

*Me - Kjetil Kristoffersen:* Ja

00:13:44

*Interviewee- GM: Gjermund Dahl:* Jeg skal være helt ærlig å si at jeg akkurat når det gjelder type miljøer for eksempel seg dessverre det er noe som vi kanskje har lagt litt litt øket litt i større grad gått litt bort ifra i denne perioden her, er rett og slett fordi alt er satt mann. De praktiske hensynene har gått foran de de miljømessige og

00:14:07

*Me - Kjetil Kristoffersen:* smittevern hensyn foran miljø! ?

00:14:09

*Interviewee- GM: Gjermund Dahl:* Ja for eksempel ved bruk av og vi serverer jo mat på rommene til gjestene det at i vi har i mindre grad tok hensyn til hvilke type plast bokser bruker vi for eksempel som er ment for at vi og at avfall oss. Mengden vår har økt i under covid situasjonen

00:14:29

*Me - Kjetil Kristoffersen:* Hvilke bærekraftige tiltak tenker du regjeringen må ta eller har tatt. Eller gjerne eller vil tiltakene ødelegge hos betjeningen i hotell industrien

00:15:02

*Interviewee- GM: Gjermund Dahl:* ja. Nå er jeg klar så jeg ser jo ikke noe direkte ting som vil ødelegge hotell industrien for all del fordi at det er fordi vi opplever jo at noen vil begrense reisingen så hvordan er reiseveien at man reiser det mer hvordan man reiser men men som sagt at det som står i fjor som om du hadde norsk sommer og det får vi nok i år å gå sammen på nytt i dag at fire av fem nordmenn ville feriere i Norge først og så eg føler ikke de prøver å ødelegge noe sånt sett