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**TITLE: Top Kinisis: Strategy for creating
agritourism packages under the umbrella of
ecotourism and sustainability in Cyprus**

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ABSTRACT

TITLE: Top Kinisis: Strategy for creating agritourism packages under the umbrella of ecotourism and sustainability in Cyprus

In a nutshell, this thesis initiates the study and possibility for Cyprus to exploit the agritourism under the ecotourism umbrella in tandem with the concept of sustainability and attracting high quality tourism throughout the year. This can be achieved by combining agritourism with the Cypriot gastronomy, culture and churching. The introduction provides some basic definitions and explains what is going to be done in the following chapters and an introduction to our client which is Top Kinisis is provided. Afterwards, our goals followed by the methodology chapter is provided. Then a statistical analysis based on past data from the Deputy Ministry of Tourism in Cyprus is shown in order to start exploring and researching. In chapter 4 there is both primary and secondary research with main focus on primary with sufficient interview analyses discussed from different businesses, government bodies and organizations.

Possible needs for Top Kinisis were identified through undertaking external and internal environmental analysis to provide options on how to respond to strengths, weaknesses, opportunities and threats. This stage is characterized by Maylor (2010) as the chaos where the MBA students discover many strategic options where they are required to choose the optimal.

Through this report we wish to send various messages to different

stakeholders via stakeholder analysis and our customer is not solely Top Kinisis, but the Cypriot society in general, and especially the decision makers. The big picture is to draft a conventional strategy in order for Top Kinisis to experience more sustainable positive collective results as a community. Further on, numerous recommendations are suggested and then evaluated based on three scenarios for their suitability, acceptability, and feasibility. Then some implementation issues are examined since all projects come with limitations and lastly some concluding comments are provided. Throughout this thesis there are references to the Appendix section which provides supporting material and some photos regarding our primary research, interview questions and online reviews.

(Under the academic advice of Dr. George Kassinis)

Table of Contents

ACKNOWLEDGEMENTS	4
ABSTRACT	5
Chapter 1: INTRODUCTION	12
Ecotourism and Sustainability in Cyprus	12
About Top Kinisis	14
Roadmap of the thesis	15
Chapter 2: AIMS AND OBJECTIVES	15
OBJECTIVES.....	15
Chapter 3:	17
METHODOLOGY.....	17
Chapter 4:	20
STATISTICAL REVIEW	20
INTERVIEW ANALYSIS, RESULTS AND DISCUSSION	29
ENVIRONMENTAL ANALYSIS	37
VRIO model:	37
PESTLE Analysis	38
Porter five forces model-industry Competition	40
TOWS matrix:	42
Stakeholder analysis.....	44
Chapter 5:	45
RECOMMENDATIONS AND DISCUSSION:.....	45
Digital Marketing (opportunities for government subsidies):.....	46
Lack of information:	48
Gastronomy:.....	48
Special events and specialized activities (combination of events):	49
Cultural week:	50
Educate others and crate ecotourism awareness to achieve a bigger collective result:.....	51
Improving CSR by helping environment:.....	52
New role in company's hierarchy:.....	53
SCREENING THROUGH SCENARIOS	54
IMPLEMENTATION ISSUES	55
Chapter 6:	56
CONCLUSION:	56

REFERENCES:	58
APPENDICES:	62
Appendix 1- Interview Guide for Hotel owners	62
Appendix 2- Interview Guide for government executives	63
Appendix 3- Interview Guide for Tour operators	64
Appendix 4- Interview Guide for Food book author	65
Appendix 5- Interview Guide for Excursions operators	66
Appendix 6: Cultural experiences in Cyprus by Petroula Daniel	66
Appendix 7: Cultural experiences in Cyprus 3 by Petroula Daniel	74
Appendix 8: Cultural experiences in Cyprus 3 by Petroula Daniel	81
Appendix 9: Facebook Reviews	85
Appendix 10: Interview Dates	88
Appendix 11: Pictures from our experiences	89

LIST OF TABLES

Table

1. TOWS MATRIX

42-44

Takkides, Trakoshis, Ioannou, Karis

	LIST OF FIGURES	PAGE
Figure		
1. Arrivals of Tourism in Cyprus		21
2. Arrivals of Tourism per Month		22
3. Variations of arrivals per month		22
4. Revenues		23
5. Variations of income per month		24
6. Main countries of origin		25
7. Location of residence		26
8. Accommodation type		27
9. Type of trip		27
10. Average length of stay		28
11. Total spending per person		28

ABBREVIATIONS

MBA Master in Business Administration

UCY University of Cyprus

Nicosia Tourism Board (NTB)

Resources and Capabilities (R&C)

Valuable, Rare, Inimitable, and Organizationally embedded (VRIO)

Chapter 1: INTRODUCTION

Ecotourism and Sustainability in Cyprus

“Ecotourism is responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and creates knowledge and understanding through interpretation and education of all involved (visitors, staff and the visited)” (Global Ecotourism Network, 2016). Ecotourism in addition to preserving the natural environment can have additional positive effects on the well-being of the local community. It can bring significant revenues to both local businesses and the country's economy in general. Financial benefits that will help the viability and development of the area especially rural areas and the phenomenon of urbanization that has adverse consequences for the countryside. Ecotourism provides both tourists and hosts with unique and unforgettable lifetime experiences. It aims to create facilities where they will have a low negative impact on the environment, as well as to reduce the negative impact on issues related to fauna and flora. Ecotourism recognizes and emphasizes the uniqueness of each country and in tandem promotes the cooperation of people and different stakeholders in order to strengthen the tourist product of the country.

Agritourism is a type of ecotourism that utilizes rural communities such as tourist attractions (Wikipedia, 2020). Agritourism activities can provide income for all months of the year for farm owners and thus ensure their livelihood. They will not expect income only from their crops and products but will have alternative profit streams. In Cyprus there are several agritourism areas with many interesting landscapes and activities such as winemaking, «become a beekeeper for a day,» making hallumi and anari etc. However, there is a huge margin for improvement and a need for cooperation of all related bodies in order to develop this sector. In addition, there is a need for environmental and cultural education in order to achieve greater collective results. Here it comes the correlation between agritourism and sustainability.

“Sustainable tourism is the tourism that takes full account of its current and future economic, social and environmental impact, addressing the needs of visitors, the industry, the environment and host communities” (UNWTO, 2020). Importantly, sustainable tourism is vital for a country and should be given enormous importance in three specific aspects. First, the key to sustainability is to make proper utilization of the natural resources.

Ecological processes should be integrated in order to develop tourism but at the same time to preserve the natural heritage and biodiversity. The second element is the cultural heritage and the traditional values of the host country. Cyprus has a huge cultural heritage which we should respect and keep alive. Learning about our cultural heritage and spreading this knowledge to young locals and tourists should be a priority for the continuation of the morals and values that we inherited from our ancestors. The last piece of the puzzle is to create socio-economic benefits. This could be done through reducing unemployment, providing more employment opportunities and sustaining a stable income are some of the goals to be achieved. As a host country, we should take the necessary actions that will bring long-term positive results to the community and the environment. In order to achieve that we need a collective effort instead of individual attempts. As a country we should change our culture and each one individually to adopt an ecological sensitivity and all together try and do small actions to achieve a greater result. For example, when a tourist is aware of the environmental issues and comes to Cyprus where they would see plastic cups everywhere, they would then feel dissatisfaction for the whole country and will convey negative comments to their friends and family. Unfortunately, good reputation takes years to create and a moment to be destroyed and we do not wish to deteriorate the reputation of Cyprus to tourists and in general.

Agritourism points out the form of special interests under which the visitor stays in the rural areas and engages in the everyday activities of people. Ecotourism is when the visitor has a positive impact on the environment of the place they are staying in, such as planting trees. Cyprus is famous for its natural beauties and there is a great prospect for the promotion of ecotourism, where locals and tourists can visit the natural landscapes of the island without harming the environment. Ecotourism is an alternative type of tourism offering unique experiences in nature, in pure and unspoiled natural landscapes. It targets a niche group of tourists who prefer something different from what standard commercial mass tourism offers (sun and beach approach), tourists of specialized interests. Our motivation is to analyse and offer a strategic plan to our customer which is Top Kinisis on how to promote and increase ecotourism and agritourism in Cyprus, especially during winter months. Cyprus is a country which has many opportunities to increase agritourism and sustainability, since it has beautiful natural places, a traditional cuisine with tasty food, local drinks and the infrastructure to hosting a plethora of tourists in each city and village.

About Top Kinisis

Top Kinisis is a tourism organization which was established in Cyprus in 1987. Since 2001, Top Kinisis has become a public organization and it is listed in the Cyprus Stock Exchange. Top Kinisis, has an outstanding background of successful acquisitions, mergers, awards and accreditation and is providing a complete range of travel and tourism services both in Cyprus and abroad. Its employs over 70 people in its 7 branches in Cyprus and Greece and their mission is to bring new and creative ideas to the travel market both in product offerings as well as in customer service by using internationally minded individuals which are coming from a range of professional and cultural backgrounds. According to Top Kinisis 'diversity allows us to understand and respond to the needs of the local and global marketplace professionally and effectively' (Topkinisis.com, 2020).

In addition, Top Kinisis specializes in Conference Management since 1990. They have handled some of the largest and most prestigious conferences that ever took place in Cyprus and it is today considered one of the leading Professional Conference Organizers in Cyprus. Top Kinisis is certified and applies the quality management system ISO 9001 Standard since their top priority is to organize greener conferences and events in order to reduce the environmental issues (cyprusconferences.com., 2020). All in all, Top Kinisis is a public organization with annual turnovers of over €25 million, several supporting departments under one umbrella, remarkable well-trained staff and top mark technology, offers the help and sense of security that any organizer requires.

Top Kinisis services include:

- Outgoing Organized packages
- Incoming Travel
- Corporate Travel
- Honeymoon packages
- Cruises
- Ticketing

- Groups& Incentives
- VIP Travel
- Aviation
- Sports and Events
- Online bookings

Roadmap of the thesis

The paper is structured as follows. Chapter 2 reviews the MBA student aims and objectives regarding Top Kinisis and why the company needs to promote ecotourism and it is worth to invest on it. Chapter 3 discusses the methodology of this dissertation and presents the main resources that we used to obtain our conclusions through primary and secondary research. Chapter 4 consists of the analysis and the findings of our statistical data by using basic theories of business management such as analysis of the demand linked from statistical to Porter five forces model. It also includes the analysis and discussion of interview's collected by many different stakeholders. Chapter 5 is the discussion of our recommendations as well as the stakeholder analysis and implementation issues. Lastly, Chapter 6 concludes and provides an answer as to why Cyprus and Top Kinisis should invest and promote agritourism.

Chapter 2: AIMS AND OBJECTIVES

OBJECTIVES

We were asked to examine the agritourism possibility and sustainability in Top Kinisis business portfolio and then we wish to explore this in the Cypriot context. Firstly, the main objective for Top Kinisis according to Mrs. Tanou is to manage to survive during and after Covid19 pandemic. Unfortunately, arrivals from tourists this year are minimal, and the company has a serious cash flow problem as no bookings were made. It has only expenses and this will continue until solutions are found regarding the virus and the return to normality. When virus is gone (there is an uncertainty here explained later in the PESTLE analysis); Top Kinisis should be ready to welcome tourists

and offer high quality packages. Therefore, we highlight the main goals for Top Kinisis which should be set in order to survive and be ready for the after-crisis period.

Our target is to create a variety of packages which will combine agritourism and ecotourism and will be of exceptional quality in order to attract many international tourists. These packages will target a niche group of tourists with specialised interests and environmental awareness. Then the case study organisation could target those tourists coming from England, Germany, Central Europe and probably other countries such as Israel, Finland, France, Russia etc. In those packages Top Kinisis could include and exploit the Cyprus culture and tradition as well as gastronomy. This project also aims to help Cyprus in terms of marketing and promotion through bringing as many tourists to Cyprus as possible, especially during winter months. Top Kinisis has a strong network both locally and abroad, as it collaborates with many agents globally. Therefore, Top Kinisis can utilise their resources and capabilities in order to help Cyprus' promotion and advertising campaigns. Top Kinisis can inform a target group of tourists about Cyprus agritourism and ecotourism and bring them to Cyprus. More tourists mean more revenue for every company related with the tourist industry and this is a positive domino effect that will make the Cypriot economy recover from Covid-19 hit.

Top Kinisis should align their objectives and draft a strategy similar with the national tourist strategy of the Deputy Ministry of Tourism in order to validate and be in line with the government strategy. The main goal of the Deputy Ministry of Tourism is to promote both domestically and especially abroad the rural areas of Cyprus and this has been set as the "national tourism strategy of Cyprus until 2030." There are plans for the promotion and highlighting the Cypriot natural landscapes as well as the expansion and upgrading of the existing cultural festivals happening during specific months and a few days of the year in different villages. Of course, this does not change the fact that the competitive advantage of Cyprus, which attracts millions of tourists a year, is the sun and beach model. Large sums have been invested in coastal hotels and will be invested even more to become more environmentally friendly and eco-friendly. There are discussions about plans that the Deputy ministry of Tourism wants to pass in order to strengthen tourism companies to upgrade and replace plastic furniture with other more potent and tribal ones in the environment, mainly made with wood. Specifically, the government wants the replacement of plastic sunbeds with wooden sunbeds in every Cyprus's beach. As you will find in the recommendations section,

there are many ways in which Top Kinisis can be aligned with the Deputy Ministry of Tourism and make up a big part of the effort to develop ecotourism and sustainability in Cyprus. The most important "weapon – resources" that Top Kinisis acquires, is its networking both in the Cypriot market and abroad.

Another aim is to avoid firing employees due to Covid19 to the extent to which that is possible. A tourist company for instance, when tourists do not demand to travel, is completely paralyzed and faces problems. This is an expected consequence and there should be action and contingency plans for managing the company's internal crisis as well as alternative sources of income if possible. The target during this uncertain period is to give new ideas and possible strategies for incumbent firms in the Cypriot market to survive through intelligent strategic moves, alliances and technology. We also wish to help smaller stakeholders such as Ecophysis, small accommodation places, family businesses etc. in order to offer a higher quality product and improve their skills in marketing, communication. As a result, the overall tourism product that Cyprus offers will improve in the future and post Covid era, thus more tourists will visit Cyprus and more revenues means more profit for Top Kinisis as well. Moreover, many companies related with the tourism industry have a quality product in place, but they faced some difficulties due to lack of relevant skills such as marketing, technology or communication.

Chapter 3:

METHODOLOGY

This chapter comprises of the methodological decisions and challenges that were made and faced by the MBA students in order to complete the collection of primary data for the scope of implementing this research, such as the analytical strategy and questionnaires. Qualitative interviews have been made for the purpose of this thesis in order to address the topic of ecotourism in Cyprus, to understand as a country at a what level we are currently placed, and how the ordinary citizens as well tourist business owners are facing this sector.

Such a field needs a wide investigation on the opinions and perspectives of all stakeholders that are linked to this area such as tour operators, hotel owners, government bodies etc. According to Esterberg (2002), "interviews are good research techniques when you want to know what people think or feel about something." Hence,

qualitative methodology and especially qualitative interviews were considered as the most appropriate technique for this case, as they allow the MBA students to explore deeply the opinions of other people that are related to the tourism industry. Furthermore, the aim of this project is to be both descriptive, for example recognize the factors that affect ecotourism, sustainability, and also explorative, such as to explore how such factors can be exploited to improve ecotourism or even to identify new creative ideas for improvement in terms of sustainability.

Several semi-structured interviews were carried out during the summer and fall period of 2020 for the scope of facing the subject of ecotourism in Cyprus and how it can be enhanced in practice. Each meeting lasted around forty to sixty minutes. All meetings took place in Cyprus as it is where all the contributors live and carry out their business and operating activities. With the intention to find a respectable interviewing partnership (Weiss, 1994), the particular time and place of the meetings was selected by the participants. In fact, most of the interviewees were choosing the online option for meeting due to the Covid-19 but some group members visited some of these companies and agritourism places to get an overview of exactly what is happening. These people have been selected due to their positions, knowledge and experience on the field of ecotourism, agritourism or activities for tourists of specialized interests. Individuals that were interviewed were mainly hotel owners, tour operators, travel agents, activity and leisure parks and government tourism executives. Participants were engaged depending on their willingness and availability to contribute in this project as well as their position in their company/organisation and we are grateful that all of them were willing to share information with us.

Nevertheless, it should be stated that the sample of this project is not representative of the larger population and that in any case it should not be implied that the main findings presented in the following section should be generalised. In fact, the objective of this research was not to draw a representative sample and therefore, make assumptions and generalizations for a population that was not studied, but instead, to record the depth and breadth of the opinions and views of the respondents about ecotourism in Cyprus.

In order to deal with this topic, numerous different interview guides (see Appendix 1-5) have been created and followed throughout the meetings. As the meetings were semi-

structured, the tone of the meetings was determined by the investigator (student), while the participants set the flow. The scope of making numerous different interview guides was to aim the complexity of the bigger theme, as the one was targeted towards hotel owners, the other one was for tour operators, and the other for travel agents, farmers, government executives, leisure parks etc.

In the different interview guides, there were questions about the role that each participant holds within the company or organisation, for how long, if they are doing any activities in relation with ecotourism and how do they consider improving their operations at that particular field. We also examined how we export our traditional gastronomy, culture and tradition and if there is a demand for agritourism activities. On the other hand, government tourism executives have been asked about the initiatives that government takes at the ecotourism area and their future plans and strategies.

Such an issue was approached reflexively, as it is recommended as a well practice for qualitative investigators (Mason, 1996). Therefore, questions have been changed and adapted after the first few meetings in order to be simpler and more understandable by the contributors and meet their desires. We wanted the interviewees to feel comfortable and we encouraged them to tell us their personal views and recommendations from their job position and expertise. After transcribing the interviews, the data was analysed. The analytical approach that was followed was content analysis via an inductive method. A further extensive discussion of the core results of this study from the qualitative interviews follows in the subsequent section. The following section consist of an analysis of the outcomes that have been identified from the meetings.

In order to have a complete picture of how countries respond to the idea of visiting Cyprus and to offer strong recommendations of how Top Kinisis can promote ecotourism we use secondary data from Deputy Ministry of Finance and the Statistical Service Department. The methodology that we used was to collect all necessary and important data from our resources and present them in a graphical form with a small analysis under each graph in order to be easier for the reader to get the important meaning and understand the trends.

A new channel in marketing is the reviews, like the reviews on Facebook. Most people trust other people's opinions and experiences and before they visit a business or buy a product, they read the reviews of other users and especially the negatives ones. All modern companies try to ensure positive reviews and create a good image for their

company. Therefore, we decided to read the reviews of various agritourism companies that offer activities for tourists of special interests in order to see the point of view of the visitors. We wanted to find out what people like and what they do not like and if they enter the process to report it publicly. In this part of the research we selected some companies such as Ecophysis, Riverland Biofarm and others found in Appendix 9 and read opinions from many different visitors.

As part of our research we decided to visit in person Casale Panayiotis, Riverland, Ecophysis, Troodos Botanical garden and participate in activities of special interest such as milking, beekeeping for a day, making halloumi, kayaks, etc. in order to have a complete picture of what Cyprus offers and the benefits. We did not visit all the places that exist, but we have chosen a few and the findings we found were really interesting. We enjoyed experiences we had never tried before, and they made our project even more enjoyable (see Appendix 11). You will find more comments in the recommendations and discussion chapter.

Chapter 4:

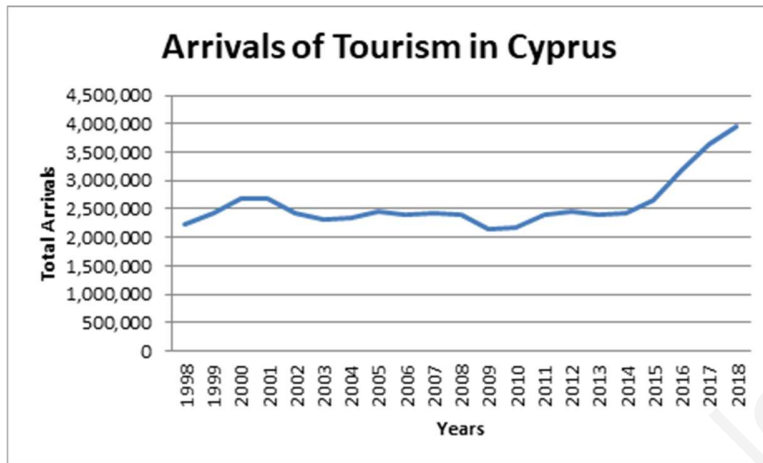
STATISTICAL REVIEW

Cyprus is the third largest island in eastern Mediterranean which has been a popular tourist destination due to its physical and climatic characteristics. Tourism had grown rapidly since the 70s and has contributed to the economic growth of Cyprus. The island has been the 40th most famous destination in the world and every year attracts millions of tourists especially during the summer period. Therefore, the tourist industry became one of the main financial resources of the country and helps the real Cyprus economy.

Tourism has provided the foundation for rapid and successful economic growth for Cyprus. A lot of businesses, resources, people and even cities are a part of the tourism industry in Cyprus. For example, Agia Napa city is one of the most popular and favourite destinations in Cyprus according to the preference of tourists. However, the type of tourists that this area attracts is not of high quality as they mainly focus in parties and drinking alcohol. In this section we are going to discuss and analyse some statistical figures provided by the Deputy Ministry of Finance and the Statistical Service Department of Cyprus showing the trends of several aspects that we are interested in order to be able to provide a complete strategic plan for Top Kinisis travel on how to promote ecotourism especially during

winter months. We are going to see how trends of arrivals changed through the years, the income that tourism provide to Cyprus, from which countries we are more likely to have visitors next year, how much on average the tourists spend when they visit Cyprus and many other aspects.

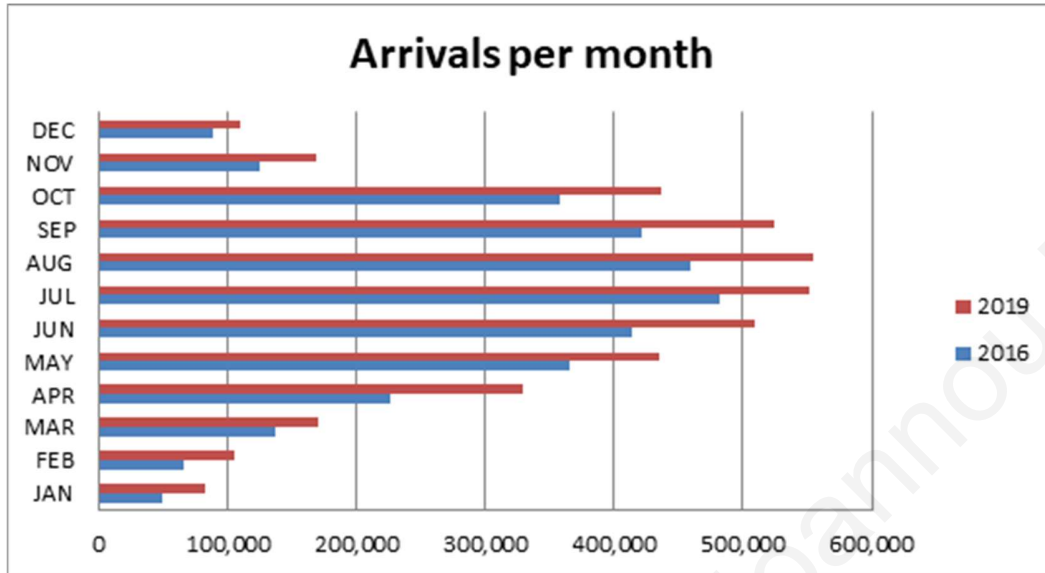
Figure 1: Arrivals of Tourism in Cyprus



Source: Ministry of Finance, Cyprus (2019)

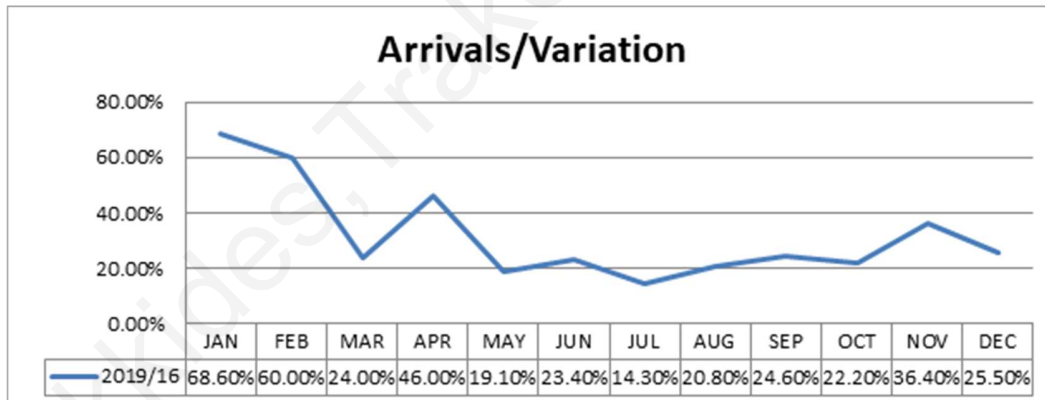
To start with, in Figure 1 we can observe that arrivals of tourist in Cyprus are rising, showing that Cyprus is investing in the tourism industry and tourists are responding. During the year 1998 the total arrivals were at approximate 2 million where in 2018 there was an incredible increase to almost 4 million tourist arrivals. However, the boom started in 2015 where there was a sharp increase on arrivals until 2018 from 2.5 million to 4 million. Until that year the trend was flat between 2 to 2.5 million arrivals.

Figure 2: Arrivals of Tourism per Month



Source: Statistical Service Department, Cyprus (2020)

Figure 3: Variations of arrivals per month (2019/16)



Source: Statistical Service Department, Cyprus (2020)

Furthermore, Figure 2 is analysing the arrivals of tourists per month and a comparison between the years 2016 and 2019. As we can demonstrate on Figure 2, the most successful months of Cyprus are the summer months which is reasonable since Cyprus is an island with beautiful sun, beach and a wonderful climate which implies tourists are interested to visit

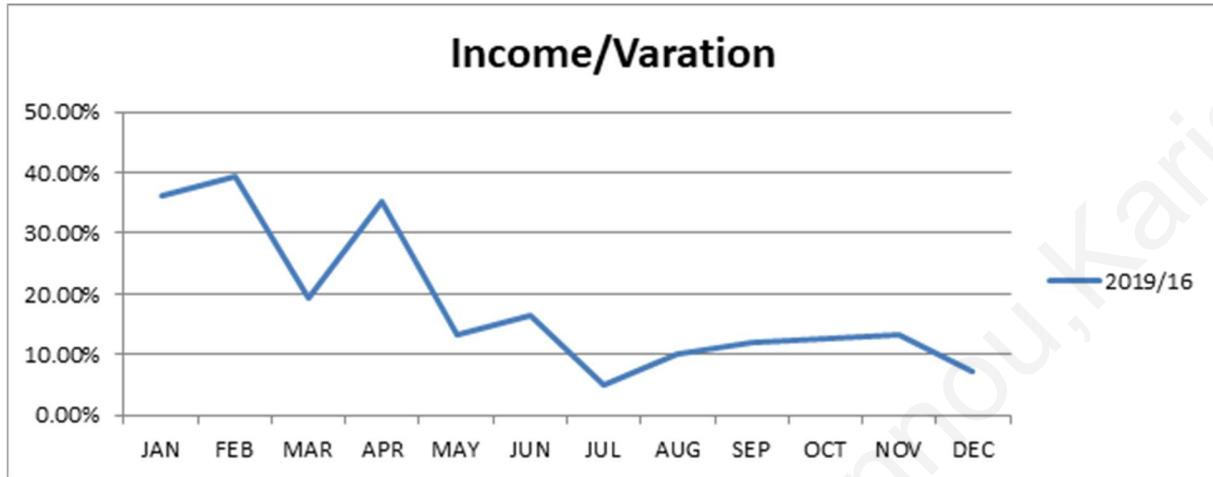
Cyprus during summer period. However, we are interested in ecotourism and agritourism which means that winter months are also very important for our strategic plan. An intriguing sign is that from 2016 to 2019 there was an increase of arrivals during all the winter months which is showing that tourists started to show interest to visit Cyprus also during winter. However, the comparison between summer and winter months is showing that arrivals during summer months are five times more than winter months which means we should do a lot of improvements to attract more of tourism during winter. In addition, Figure 3 is showing the variation of each month between the years 2016 and 2019 and we can see that winter months like January and February have the most significant increase with a variation of 68.6 and 60 percent accordingly. In addition, there also high variation during spring and especially on April (46%) which is an important indicator for us, since spring is a season where nature reborn, temperature is at the perfect level and it is the most suitable period for ecotourism.

Figure 4: Revenues



Source: Ministry of Finance, Cyprus (2019)

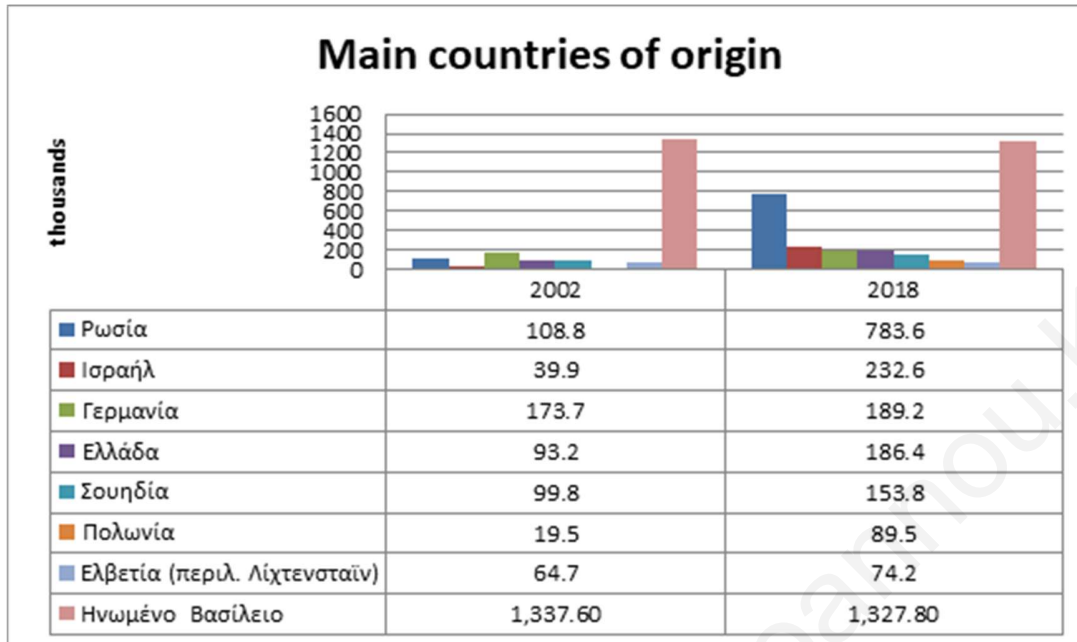
Figure 5: Variations of income per month (2019/16)



Source: Statistical Service Department, Cyprus (2020)

Moreover, tourism industry is 25% of Cyprus' GDP which means is a significant factor of the economic welfare of the country. Figure 4 is showing that there is an upward trend between 2003 and 2018 and the revenues in Cyprus from the tourism industry increased from approximately 1(€mn) to more than 2.5 (€mn). The Tourism revenue rates in Cyprus between 2003 and 2006 fixed rates is nearly 1,000.00 (€mn), from 2006 to 2007 dramatically increased to 2,000.00 (€mn) a great year for tourism industry of Cyprus. However, after 2007 until almost 2009 the revenues decreased dramatically to approximately of 1,500.00 (€mn). The justification for that fall was the 2008 financial crisis. From 2009 to 2013 revenues of Cyprus ranged between 1,500,00 to 2,000.00 (€mn) solidifying that even during a period of crisis people continue to trust Cyprus as a destination where they could relax and have fun which is a proof of how famous the tourism industry in Cyprus is, especially during summer months. Finally, the revenue rate was significantly increased throughout the period of 2015 and 2018 to almost 3,000.00(€mn). Additionally, Figure 5 is illustrating the variation of income of each month between the years 2016 and 2019. As we can detect, there is an increase in revenues for all months. However, during winter and spring months there is the higher variation between 2016 and 2019. This proves that investing in all year tourism through ecotourism will result to tremendous profits from the tourist industry but also for the country.

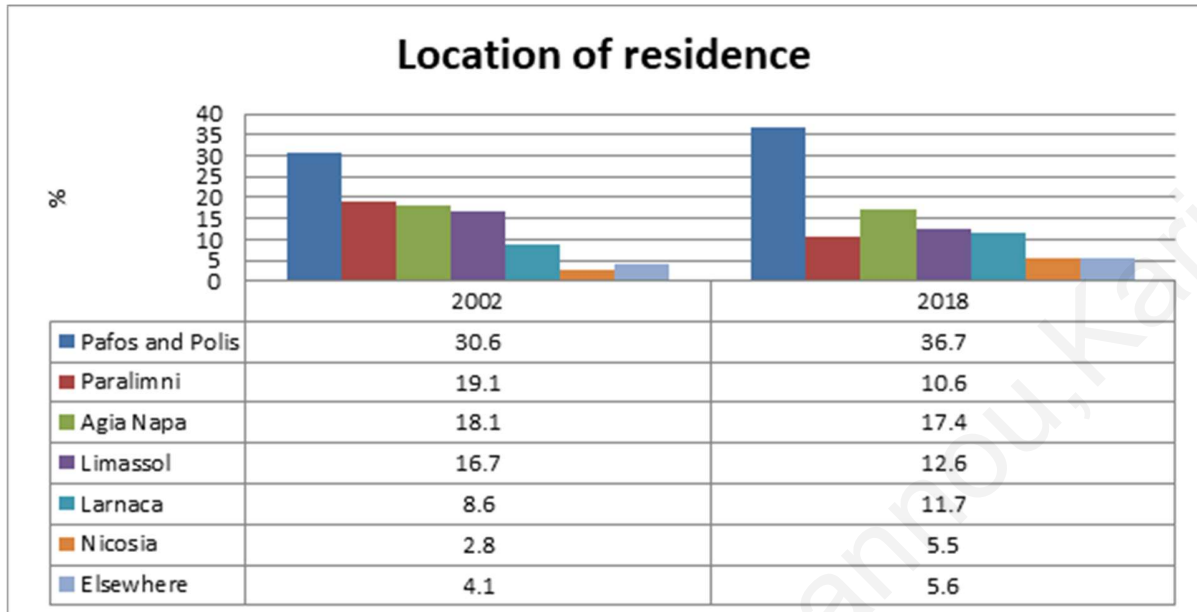
Figure 6: Main countries of origin



Source: Statistical Service Department, Cyprus (2020)

Carrying on with the statistical analysis for the strategic plan of promoting ecotourism in Cyprus through Top Kinisis is important to know where tourists are coming from. Figure 6 provides us with information of tourists who have visited Cyprus in 2002 and 2018 from eight main countries. What we can get from Figure 6 is firstly that the United Kingdom is the country where most of the tourists come from but without any significant change. Secondly, there is a significant increase of tourist from 2002 to 2018 from Russia (108.8 to 783.6 thousand), Israel (39.9 to 232.6 thousand), Greece (93.2 to 186.4 thousand) and Poland (19.5 to 89.5 thousand). Using that information and the fact that there is an increasing trend of those countries and therefore they like Cyprus as a tourism destination we can increase their options by offer them one more type of tourism which is ecotourism and as a result the numbers of arrivals will be growth.

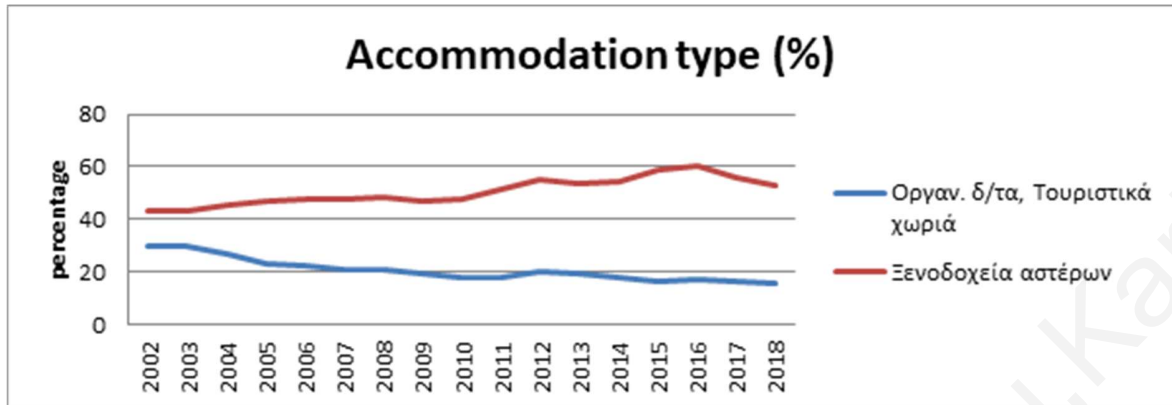
Figure 7: Location of residence



Source: Statistical Service Department, Cyprus (2020)

Additionally, another important factor that contributes a lot to our strategic plan is the proportion of residence on each town of Cyprus. We are interested to know which cities are preferable to tourists in order to promote them and find the solution how to increase the numbers to the rest of them. Figure 6 shows the locations of residence between 2002 and 2018. In 2002 Pafos and Polis Chrisochous is the most popular destination as 30.6% of arrivals stay there. Second it was Paralimni with 19.1%, then Agia Napa with 18.1%, then Limassol with 16.7%, then Larnaca with 8.6%; and lastly Nicosia with 2.8%. We can realise that Nicosia is the least preferred city for tourism and the reason is because is the centre of the country and there is no beach. However, there is a 2.7% increase in Nicosia city from 2002-2018 which means people start to choose also cities which there is not a beach and they are looking for something else rather the typical tourism that Cyprus offers and is really important fact for us as we are interesting to promote Nicosia as an ecotourism destination. More information about Nicosia is going to be discussed in the interview analysis section since we have talked to a representative from Nicosia Tourism Board (NTB).

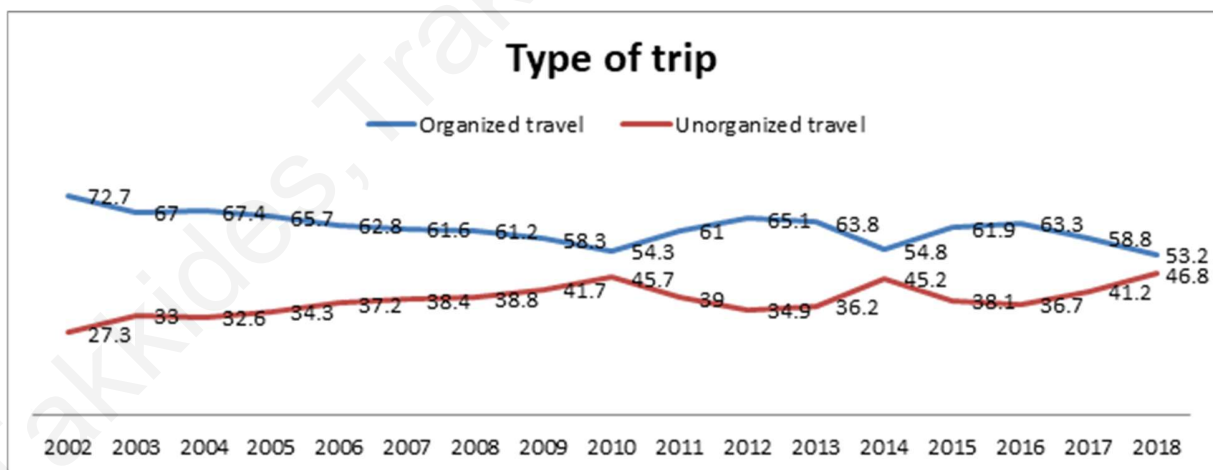
Figure 8: Accommodation type



Source: Statistical Service Department, Cyprus (2020)

Figure 8 is showing the proportion of accommodation type tourists choose. As we can observe luxury hotels are always the first option for tourists and from 2002 until 2018 there is an upward trend which means more and more tourists choose to stay in a luxury hotel which is located near beaches rather than a traditional house in a small village. The proportion of where tourist choose to stay show what they want from Cyprus or maybe since we invest so much on hotels near the beaches and not all around the Cyprus, they have not enough choices.

Figure 9: Type of trip

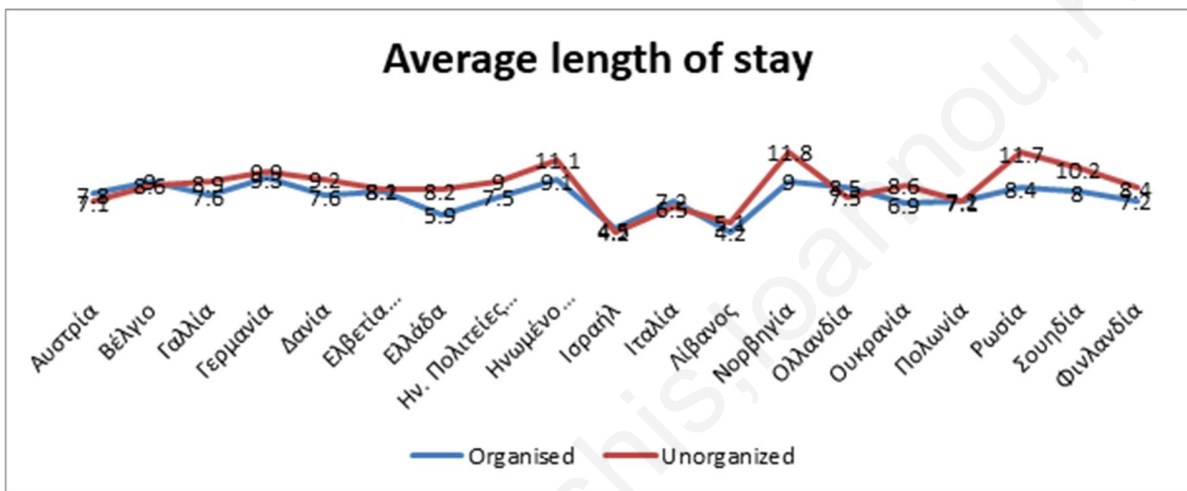


Source: Statistical Service Department, Cyprus (2020)

Furthermore, it is important for our customer -Top Kinisis, to know how tourists are choosing to book their holidays. According to Figure 8 in 2002, 72.7% of people who visit

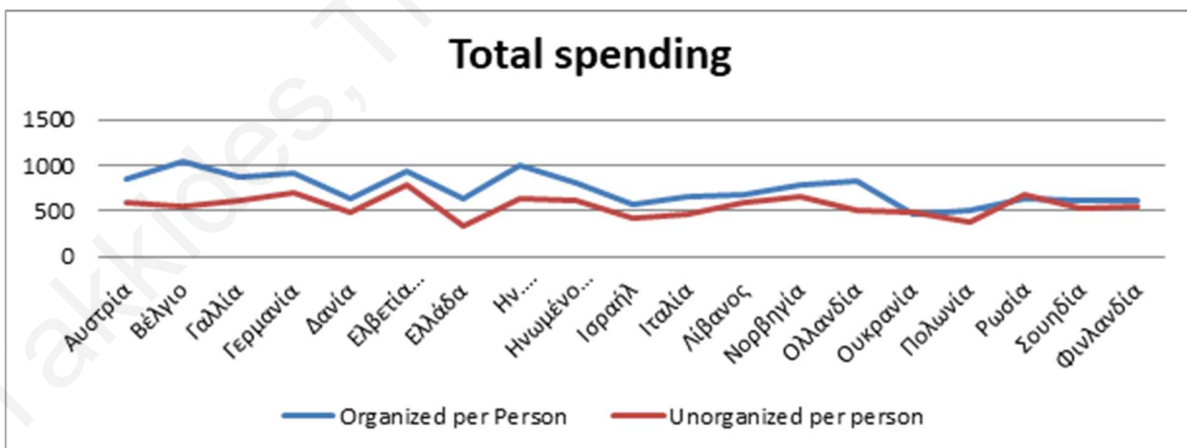
Cyprus was through an agency who offered an organised travel package. However, in 2018 the percentage of people who chose an organized travel felt to 53.2%. The reasons for that is the development of technology where tourists can find anything for any destination they want and book it by themselves. Therefore, tourist agencies like Top Kinisis should find alternative things to offer rather than a simple bed and breakfast hotel if they want to maintain or even improve their customer base and gain more market share.

Figure 10: Average length of stay



Source: Statistical Service Department, Cyprus (2020)

Figure 11: Total spending per person



Source: Statistical Service Department, Cyprus (2020)

Finally, it is important for us to know how many tourists from each country are willing to stay in Cyprus and how much are going to spend on average. This will help us to find the perfect package from each country according their needs. Figure 10 is showing the average length of stay from 19 countries and if it was organised by an agency or not. What we can observe is that firstly people from United Kingdom, Norway and Russia stay the longest and secondly if someone booked a trip to Cyprus through an agency, they will stay less than someone who organised his trip by themselves. There is reason behind that and is because agencies offer packages with specific range of days 8 or 5 days for example. However, as Figure 11 shows tourists who come to Cyprus through agency is more likely to spend more money than those who are book their own holidays. Figure 11 shows total spending per person for 19 countries and we can see that on average a person will spend 500-1000 euro but almost always if the trip was organised, they will spend more. Belgium and the USA are the two countries who spend more when they visit Cyprus and is approximately more than 1000 euro where Ukraine and Poland are spending the least money which are approximately around 500 euro. This is a useful information as we can focus on countries who are spending more money as this will help also the economy of the country as well all the local businesses. We are focusing to target quality tourists instead of quantitative without reducing the arrivals.

INTERVIEW ANALYSIS, RESULTS AND DISCUSSION

This section will analyse the outcomes of the interviews in relation to the diverse views and opinions examined in the previous section of this project on the vital topic of ecotourism and agritourism in Cyprus. It will also examine how participants' different perspectives, or not, relate to government and private companies' actions on the specific topic, and the several ways to improve ecotourism in combination with agritourism. For this project there were made numerous interviews to several hotel owners, tour operators, family businesses, leisure and activity parks, farmers and government tourism executives. Some of them include Casale Panayiotis, King Evelthon Hotel, Deputy Ministry of Tourism, Ecophysys, Kyperounta Adventure Mountain Park, Cyprus agritourism company, president of 'Oreini Larnacas' etc. For the purposes of confidentiality and anonymity, nicknames have been used for the participants.

Various small businesses do not know exactly how to promote their products and services. For example, they offer an interesting experience such as a trip in the nature, but they lack about marketing strategies and how to attract locals and tourists for this experience. Moreover, through our interviews we realized that in the coastal cities it is more difficult to attract tourists during the winter months. For example, there is no suitable infrastructure, such as bike lanes to attract tourists of special interests. In addition, according to a research by the Deputy Ministry of Tourism, tourists are also interested in wellness tourism and medical tourism. Moreover, they prefer other countries which are cheaper and have better infrastructure. Additionally, hotels are mainly trying to attract sport tourism due to the weather conditions of Cyprus that allows winter training outside in contrast to other countries. For instance, Cyprus hosted a global golf tournament the previous September 2019. It is worth to be mentioned that, even if some hotels succeed in attracting tourists, a fact that has happened in some cases in the past, tourists will not be satisfied as most of tourism businesses cease their operations during the winter months. If the government does not intervene by giving incentives and subsidies to these companies, the situation will hardly change. Thus, we decided to leave out these areas from our packets, and proposing organized day trips in these areas to various points of interest as well as to specialized activities such as grape picking, halloumi making, beekeeping etc.

Firstly, based on the interviews that have been accomplished, it was recognised that ecotourism in Cyprus is not a very developed sector, but has a strong potential to grow. Through several interviews that were completed, it was also identified that Cyprus has many possibilities to improve eco-activities and consequently to attract travellers for ecotourism in the island who do a different lifestyle and promote a new philosophy. For instance, the owner of an agritourism company said that “all the villages have development prospects meaning that there is a private initiative in cooperation with the local authority and the community in general. The wine villages have special prospects due to their connection with the vineyards and their location as well as the villages of Laona – Akama.” Moreover, a member of Nicosia Tourism Board (NTB) stated that “Nicosia needs to be more culture attractive. For example, tourists are not aware about recycling in Nicosia and should ask Green Dot about the recycling process. Also, information kiosks lack information about our

cultural attractions and need to be improved with more details in order to be more helpful for the tourists.”

Similarly, member X of NTB specified “the problem regarding sustainability is that all communities should become sustainable. There is an issue regarding recycling especially in villages. For example, community of Kissonergas in Pafos was awarded as the most sustainable village in the island and can recommend this best practice approach for the rest of the Cypriot communities. They should all collaborate and have a plan for waste management otherwise we could lose the 50% of the sustainability part. Furthermore, many agriculture places are working without being operating sustainably. We need someone to collect these recycled materials. Ecotourism is a mentality not a type of tourism, put a part of sustainability in the tourism.” The owner of hotel X stated correspondingly that “investing at ecotourism and improving the eco-facilities and activities in all communities will be very beneficial for our island.’

In addition, the website of Nicosia Tourism Board is available only in two languages which are Greek and English. According to member Y of NTB, they consider including more languages, but also to improve their website with the creation of a guidebook for events in order to raise awareness. Therefore, it is obvious that Cyprus needs a lot improvement at all the above mentioned areas in order to attract tourists. In general, there are several initiatives that are applied by hotel owners, tour operators etc. in relation with ecotourism, in order to attract more visitors. For instance, when the owner of a hotel W was asked, “Have you taken any initiatives in order to promote ecotourism or to promote your hotel as eco-friendly?” he answered “We avoid oil consumption and work with photovoltaics. Also, we provide a Cypriot breakfast with all the traditional ingredients of Cyprus in order to give a full gastronomy experience to our visitors.” For the same question, the owner of hotel Y specified that “Of course, we try to become 100% eco-friendly, and at the present we use metallic bottles instead of plastic, and our next step is to use eco-friendly for cleaning purposes. Also, we do recycle of paper, glass and plastic.” The certainty that hotel Y also uses sewage water for irrigation and solar panels instead of heating was very positive. Additionally, they use geothermal energy for its spa utilities. Additionally, the owner of hotel X said, “We have an installed energy management system, solar panels, boiler to heat the

water and we do also recycle of paper, glass and plastics.” Therefore, it seems that most of the hotels in Cyprus are using the similar eco-friendly activities, but yet, are more things to do in order to improve this part of their operations.

The hotel Y owner was also asked if he is organizing activities or events in order to facilitate tourists to learn about Cypriot culture, and he replied that they organizing a tradition music night, local guide tours, safari with 4 wheels motors off road in order to explore the Cypriot nature, wine tasting and visits at monasteries. Likewise, the owner of hotel X answered to the same query that they organize dancing lessons with Cypriot dances and language lessons in order to learn some main Greek words. For this project, they have also interviewed people that provide further activities for tourists in order to explore our culture, gastronomy, etc. For example, a place that could be very interesting for such a tourist is the place with the bees’ tour. As owner said “Our program is not only to attract tourists but to also educate them. We provide a full experience to the visitors on the full processes about how to the honey is being made, but also our visitors have the opportunity to taste our local products with our honey.” Another place that interviewed was an adventure park that it provides activities at the mountains in order to give the opportunity to the tourist to explore the Cypriot nature. It is a park of alternative activities such as climbing, paintball, archery, forest puzzle, orienteering, Tyrolean travels, café restaurant, camping and team building activities, woodland paintball, hiking. Moreover, the owner of the specific adventure park, as well as the owner of the place with the bees tour, they believe that ecotourism and eco-activities are underdeveloped in Cyprus and it is an area that needs a lot of improvement.

Therefore, a lot of effort needs to be done in terms of sustainability, eco-friendly activities etc. in order to attract visitors in Cyprus and more specifically for ecotourism. As most of the interviews’ participants specified, we should make the foreigners to feel like they are locals, to put them in our shoes and fully understand the Cypriot culture and tradition. Also, member X of the NTB added on this, “We need to change the Cypriot mentality to shift and give this new alternative with agritourism. We still do not know if the Cypriots are ready and willing to embrace agritourism. Do we have the mentality and know-how in Cyprus? We still have a long way to come to this point. We have slow culture adaptation and we are mainly waiting to see what other countries are

doing.” In fact, a large number of the participants suggested a lot of ideas for improvement in relation with ecotourism and how to attract more visitors in order to explore the Cypriot culture, nature and tradition. For example, a member of NTB recommended “hotel owners etc. need to collaborate with municipalities for events and support each other. For instance, hotels can collaborate with municipalities in order to attract guests to get married in Cyprus, at unique places that have historical interest.” Interestingly, Casale Panayiotis hosted many British couple weddings before Covid-19. Therefore, bringing foreigners to the island for weddings can be an opportunity for them to explore the tradition of Cyprus, historical monuments etc., but also to taste the Cypriot gastronomy. In Casale Panayiotis a group member also got involved in the hallumi and anari workshop where Mrs. Maria explained and demonstrated how these products are made and there was a taste of the product at the end (Appendix 11). Many tourists were registered for that workshop and there was a translator who explained in English all the details.

In terms of collaboration, other participants proposed also creative ideas that can be helpful and effective in the future. For instance, the bees’ tour operator clarified that “we should all be ambassadors of Cyprus and promote each other to send tourists all over Cyprus giving them options and ideas.” Promoting each other, will benefit not only the owners of restaurants, hotels etc., but also will help the country as a whole. Traditional foods, places and activities can be all explored by tourists, if Cypriots join forces and make the best possible for Cyprus, but also for their operations. It is worth mentioning that the Deputy Ministry of Tourism, with regards to the promotion of agriculture, it is in a close collaboration with the Ministry of Agriculture to develop a national strategy for gastronomy. In addition, in the Deputy Ministry of Tourism there is an effort to promote the Cyprus Breakfast, both in hotels and restaurants all over Cyprus, as it cooperates with numerous restaurant and hotel owners in order to achieve its desired goal.

Furthermore, government subsidies also play an important role in the sector of ecotourism. The majority of the people that have been interviewed claimed that the support from the Cypriot government is not enough. In fact, according to a tourism government’s executive, the European Union provides many subsidies related to the restoration of old houses, mainly in rural areas, the creation of small museums in rural houses as well as grants for the maintenance of churches and temples. In the past, the Department of Town Planning

exploited this opportunity and offered a specific financial support scheme. This is an important factor that can be very helpful for improving Cyprus and consequently to attract more tourists. Based on the improvement of Cyprus in general (i.e. houses, infrastructure etc.), the owner of hotel Y specified “we need to improve facilities in all communities. For instance, in Kalopanayiotis they invested in agritourism accommodations, but unfortunately other areas there are no other facilities except from hotels. Also, the infrastructure is not so good. For example, Vouni and Omodos villages are good but the road upper is not helpful.” On the other hand, the owner of hotel W stated, “we must not only improve infrastructure and facilities for the ordinary tourist, but we should improve the amenities for disabled people that would visit Cyprus (such as to build more ramps).” It is therefore suggested that a lot of money should be invested in the development and restoration of traditional houses and infrastructure development.

The Cypriot government, and more specifically the Deputy Ministry of Tourism, had plans in order to develop and improve this important segment for the country. For the question “What is the future strategy of the Deputy Ministry for the Tourism in general and agritourism specifically?”, member X of Deputy ministry of tourism answered “our strategy entails the development of rural areas in a way that people will choose to stay there and grow their businesses (agritourism housing, hotels, restaurants, places of interest etc). Furthermore, we are planning on educating people so they can acquire specific knowledge around tourism (languages, organisation of festivals, internet – eMarketing etc)’. However, in order to have a full development of these areas we need the collaboration of other Ministries as well. For example, the Ministry of Transportation, Communication and Works to build or fix the public road network. Therefore, collaboration between each participant that operates or is willing to operate at this sector, is essential in order to be a successful and advanced eco-tourist island.

Nevertheless, during our research we realized the enormous importance of the Cypriot gastronomy and we learned about unique traditional products such as "chaliji" which is a type of cheese that you can find it only in Kato Pirgos Tyllirias. Another example is Kampos village where locals create a special and delicious oregano. The problem is the plastic packaging and the non-utilization of these products in innovative recipes. A great example for the interest

from abroad is the book of Mrs. Marilena Ioannides who collected all the traditional recipes of our country and her team translated them into German. Cyprus has undoubtedly a rich culture and tradition; special traditional products which foreigners love them. Furthermore, the president of Oreini Larnacas stated that the area is famous for handmade pasta made of skiniki or milas and terjelouthkia cooked with haroupomelo. From 2004 there is a rapid growth in producing and now there are around 100 professionals that produce traditional products. There are currently 2-3 women who have license in their houses to produce terjelouthkia. Every year on the 1st of October there is an event where the Larnaca villagers make huge turnovers by selling their traditional products and they give free samples to people to taste what they buy.

However, tourists in coastal areas are not interesting and have lack of information about agritourism activities. We realized that as a country we have a huge potential in ecotourism and agritourism especially if we combine gastronomy, tradition and attract tourist of specialized interests. As we understand the Deputy Ministry of Tourism as well as Top Kinisis already know it, but it is a necessity to work hard and all related bodies to collaborate with each other and promote an ecofriendly awareness to all citizens. For example, we have visited Ecophys in Vavla village and we had a special experience named "become a beekeeper for a day." The main product which is to observe bees without harming them was special (see Appendix 11). However, the money-quality relationship was not as expected. The company offers too much for a low-quality food buffet, they use old technology TV to show videos about bees etc. They should highlight that the beekeeper experience was amazing, but they have to support this experience in other sections as well. Another example of avoidance is the newly opened bar named the Corner Mill in Kakopetria where the bar owners did not collaborate with the Mill restaurant to offer food and when we arrived, they said we should call the restaurant ourselves if we wish to order food because they do not collaborate. Ironically, this bar is at the veranda of the Mill restaurant and this culture of competition and non-collaboration only harms the visitors and their reputation.

During our visit to the Golden donkey farm which is also a tradition and culture park, we realized that it is a very enjoyable place for locals and foreigners to spend their day. Apart from the donkeys and the walk with them, there are wax figures that show the

daily life of the Cypriots in the rural areas in the last century. There are explanations in three languages, Greek, English and Russian. In addition, there is a nice place with decoration mainly of wood for food and drink, even for organizing small events. When we asked if people visit them, they answered that they work mainly with tourists (except for this year due to the pandemic) and they are fully booked (capacity about 200 people) by tourists with an average income of 60-80 euros per person. There is an entrance of 4 euros, 12 euros walk with donkeys and many other traditional products such as donkey milk ice cream. With such places you can easily attract tourists of special interests throughout the year.

Another interesting visit was to the Riverland biofarm- an oasis just outside Nicosia in the village of Kambia. Unlike the donkey farm, the organic farm mainly attracts locals and especially families with young children. Revenue streams also include sales / shipments within Cyprus of organic products such as eggs, milk, etc. It is a beautiful picnic area where quality coffee and delicious food and breakfast are offered. What makes the difference is the variety of activities in nature which are kayaking at the dam of caterpillars, hiking, mountaineering, goat crawling, archery and horse riding. There is also a place where you can stay for camping and room for rent. Undoubtedly locals and tourists can spend unforgettable experiences there and can easily be included in ecotourism and agritourism packages.

In addition to farms, we also visited natural landscapes such as nature trails and points of interest with impressive views and Troodos botanical gardens. We were very impressed by the path of Caledonia where it leads to the waterfalls of Caledonia and attracts every year several tourists who come organized for hiking. Another impressive point that is not so well known to tourists is the "Teisia of Madari" just above the village of Kyperounta. It is a unique point with an altitude of 1613 meters with incredible views. Apart from the view there are various nature trails where they can attract people for hiking / mountaineering and at the same time enjoy the spectacular view. What impressed us is the existence of a small gazebo at the top where visitors can go up to see the view, literally above the clouds. There is a permanent forester there who exhales a sense of security in the event of an accident or bad weather conditions. Such natural landscapes should be promoted to tourists especially in the winter months and need help from forestry and other agencies in order not to destroy the natural environment of the area (mainly by fires and garbage dumping) but also to provide security to visitors.

Nonetheless, we studied the online reviews (Appendix 9) very carefully and it is noteworthy that almost everything was positive, a fact that shows that a good job is being done but also that those who have negative complaints rarely report them in public. What is obvious is that most people, especially tourists, are satisfied with a visit when the host is hospitable, friendly and "bombards" them with lot of new interesting information. We strongly observed that visitors demanding staff with knowledge and experience in order to explain and solve their questions. When the host knows and loves their job, behaves politely and with a smile then the tourist suggests his experience to other people and at the same time ignore any mistakes. Finally, we can conclude that there are interesting activities for tourists of specialized interests regardless of age, thus we can attract both adults and families with children. It is not all about to have a good product or activity, it is about how you behave, how you promote your product/activity and how you support it.

We concluded that there are enough activities and natural landscapes to attract tourists of special interest during the winter months. The issue is to make a collective effort by all those involved and to raise the level of the Cypriot tourist product. Top movement undoubtedly needs to invest in ecotourism and sustainability and develop quality packages. More discussion about this will be done in the section with recommendations.

ENVIRONMENTAL ANALYSIS

Theoretically, the environment entails the internal layer which is inside Top kinsisis and VRIO framework will be applied to examine their resources and capabilities (R&C) (Xiang and Formica, 2006). Then, the external layer representing the general environment with PESTLE and Porter 5 forces analysis will be applied, thus this environmental scanning articulates the foundation of strategy formation.

VRIO model:

In this segment, VRIO framework (Barney, 1991) is applied to determine Top Kinisis' short term future strategy. During the 1990s, dominant models shifted towards an internal firm orientation, as embodied in the Resource-Based-View, reflecting the increasing importance given to intangible competencies (Iles and Zhang, 2013; Kull et al., 2016), contradicting with Porter's (1985) external perception of strategy where a firm's competitive advantage derives from external competition. R&C should be Valuable, Rare, Inimitable, and Organizationally embedded (VRIO) (Barney and Wright, 1998). This structure

advocates that internal resources primarily drive Top Kinisis' sustainable competitive advantage (Barney, 1991). This emergent strategic view through VRIO analysis is used, as it is a useful framework in identifying the potential competitive advantage of the existing R&C (Chinho et al., 2012). VRIO tool attempts to assess to what extent Top Kinisis possesses R&C that are valuable, rare, inimitable and can be organizationally embedded (Barney and Wright, 1998). Competitive advantage can be realized solely when Top Kinisis creates transcendent value for consumers (Wit and Mayer, 2010). However, it is debatable that value could be applied to various stakeholders and not just buyers. We consider as stakeholders all the organizations and companies which are related with the tourist industry. Top Kinisis intangible stakeholder relationships satisfy the rarity criterion, thus potential to capitulate superior performance (Kull et al., 2016). Nevertheless, these co-operations evolve gradually, since they have built reputation and organizational culture historically. Predominantly, a firm obtains competitive advantage when it takes value-adding strategic activities that none of its competitors could duplicate concurrently (Barney, 1991). Interestingly, barriers to imitation arise from the complexity of linkages between R&C and whether the strategy is hard to copy (Johnson et al., 2017). Mrs. Elena Tanou with her impressive biography, know-how and market intelligence can be described as a unique part of Top Kinisis. The preceding staff's capabilities and expertise might be the most challenging to imitate, since they are unique. Their stakeholder relationships are also difficult to imitate, thus, could add-value to Top Kinsisi. Additionally, Hofstede (2001) claims that culture is steady and concerned with fundamental values, whereas organizational culture relates to shared actions of members, thus, it is easier to change and manage. Therefore, some sources of competitive advantage include differentiation, cooperation and organizational culture.

PESTLE Analysis

PESTLE analysis emphasises six market and non-market factors. The key elements influencing Top Kinisis' strategy are discussed. To start with, the first element of PESTLE which is the political, the Cypriot government during 2020 was forced to act and impose some harsh decisions regarding the current crisis. The government was central with quite high degree of intervention even though it is right winged and advocates the freedom of the markets. Nevertheless, during crisis such as the Covid-19 pandemic, the state played a central

role in attempting to financially boost the real economy in Cyprus. For instance, the Ministry of Finance and the Ministry of Employment, have tried with the limited resources available to thrust to a satisfactory degree the tourism sector that was severely hit by subsidising employee wages, giving helicopter money for some months and extending the period that rents and bills were due. They also gave the opportunities for businesses to conduct Covid loans with some Cypriot banks benefiting from lower interest rates and more flexibility in repayment. However, it is vital to mention the future ambiguity and the unknown turn that this pandemic will evolve. Unfortunately, the most recent frustrating reveals about the Cyprus papers and the golden passports is making the political situation more turbulent. Moving to the economic element, which is intertwined with the political decisions, there is a challenging situation not only for Cyprus but globally. The members of the parliament and many financial analysts forecast that an economic downturn after Covid-19 is just around the corner. Therefore, from the Covid-19 experience, we realised that some government intervention is essential because the private sector should be checked, scrutinised and helped. We need the social value, local communities which need to be prioritised, and the government acts as a big player but we should all collaborate as a community. Cyprus is facing a period of uncertainty and tourism has been hit hard. Under normal circumstances we would discuss about routine development plans, but this situation needs to be carefully handled and the government should make the right decisions to stimulate the market financially and especially the smaller companies, regardless of tourism flow.

Moreover, characteristics of social environment in PESTLE include demographics, wealth distribution, geography and culture (Harrell, 2016; Johnson et al., 2017). During 2020 most Cypriots seemed to be behaving according to the emergency regulations and they stayed at home during the lockdown. This shows their respect and empathy about the vulnerable citizens as they did their best to adhere to personal hygiene and distance themselves from their friends and family. Appreciating technology, many businesses, educational institutes and most industries found innovative and alternative ways of going forward and they keep operating under this tumultuous environment. Regarding the legal bodies and parliament in Cyprus, they were more flexible during Covid-19 and they 'bend the rules' which was a positive aspect to help the citizens feel safe and less anxious about their obligations and the bad economic situation in general. Even though there were some

delays regarding the Cypriot government proposal about state guarantees, by the end of March the proposal was suggesting giving money to companies that were doing well before the Covid-19 and since the state cannot do this assessment, only banks could do this analysis to decide which companies were stronger and more likely to repay. The idea was to give lower interest rate loans of 1-1.5% to small-medium enterprises. The first legislation was rejected and the second was regarding 1.5 billion budget with modifications lowering it to 1 billion and that was rejected on the 19th of May as well. The banks would give easier loans to companies if the initial proposal was passed through Parliament but unfortunately it did not. Then plan B was passed through Parliament to give Covid loans both to the new and former loans to avoid becoming red ones. Some organisations are afraid that many businesses would go bankrupt now that the government guarantees have been rejected but only time would unfold the reality. Furthermore, this thesis has at its epicentre the environment as the last element of PESTLE, and how to sustain it in the longer run through ecotourism and turning Cyprus into a greener destination. Environmental regulations impose additional costs regarding direct pollution conformity, product stewardship and sustainable development (Johnson et al., 2017). The E.U role is central in imposing to Cyprus some stricter environmental regulations and sensitivity and fortunately there are various non-governmental organisations and sensitive citizens that promote and act as ambassadors of this new lifestyle by doing daily simple things such as eliminating plastic in their visits to the shops and using eco-friendly drink cups, stainless steel straws etc. By combining ecotourism and sustainability with agritourism, culture and gastronomy, Cyprus can generate enormous profits, both financial and non-financial, reducing unemployment and increasing the standard of living especially for residents of mountainous and rural areas.

Porter five forces model-industry Competition

An external industry analysis tool is named Porter's five forces that drive competition in an industry (Porter, 1985). The value of this framework is to appreciate the external environment, thus, having an improved idea of how to respond to threats and opportunities examined in the TOWS matrix later. Commencing with the threat of new entrants, it is excessive in the tourism industry, because of its high attractiveness since it has enormous customer base both domestically but mainly from abroad, a high profit potential and moderate start-up expenditure (Capon, 2009). Regardless of the maturity of this industry, premium

travel agents with many years of experience in the market and good reputation, may emphasise their high customer satisfaction and collaboration to attract new customers and new partners globally. This suggests that they currently adopt a differentiation strategy, meaning that Top Kinisis seeks to be unique along with being valued by its customers, therefore, charging a premium price for its services (Porter, 1985). Secondly, competitive rivalry explains the factors affecting how competitive an industry is, and the prices as well as the costs (Capon, 2009). According to Mrs. Tanou from the case study organisation their most important competitors are all the small freelancers with no licence and representatives that go to hotels and represent Top Kinisis. This implies that there is high competition in the tourist industry in Cyprus with low entry obstacles. Entry barriers are usually the result of patents, or know-how, or distribution channels, or some unique R&C possessed by incumbent firms (Saunders et al., 2016).

Additionally, the third element of Porter's five market forces which is buyers' power, it is vital to mention that Top Kinisis' main customers are group of individuals and these drivers of buyer power are alleviated when consumers are loyal and committed in spreading excellent reviews on social media and word of mouth advertising. It was apparent from the statistical analysis above that tourism demand and inflow in Cyprus was increasing before Covid-19 and this makes them even more powerful as buyers since they have a bigger influence. Fourthly, the threat of substitution implies that substitute services provide the same function as the replacement good (Capon, 2009). The consumer tendency to substitute is high in the tourism industry, as there are many alternative tourist destination options such as Greece, Italy, Spain, Malta etc. We look at the bigger picture and assume that the threat of substitute services are not other travel agents in Cyprus but travel agents abroad who offer very similar services in sometimes quite cheaper packages. If Germany, Russia and the UK are the three biggest tourist customers of Cyprus, there is a high demand which is also shown in the Statistics section. Assuming this, we make the hypothesis that they could visit Cyprus because we offer an ecotourism package. What are the characteristics we could foster to show them off and advertise abroad? The answer is to offer a niche product combining gastronomy and traditional flavours, sustainability, religion, specialized agritourism activities, unspoiled beaches. According to a research from the Deputy Ministry of Tourism, there is a high demand and potential to attract tourists for specialized interests from England and Germany. The main obstacle is that, there are other countries currently like Spain and Italy which offer a higher

quality product. Lastly, suppliers' power aspect does not quite fit into the case study organisation as their suppliers do not influence their degree of competition in the industry.

TOWS matrix:

From the preceding external analysis, it is concluded that the tourist industry in Cyprus is a somehow a challenging market to compete, especially during the pandemic. However, external factors are not enough on isolation, thus, internal analysis focused on Top Kinisis' R&C with the TOWS matrix showing that Top Kinisis could pursue their own solutions (Lynch, 2015). In colliding both approached analysed, a TOWS matrix in Table 1 gives an overview and furthers the environmental analysis. Therefore, at the heart of the report, TOWS matrix interconnects all the important findings to enable shaping the recommendations and conclusions tailored to Top Kinisis.

Table 1: Tows Matrix

Top Kinisis	Strengths-S	Weakness-W
	<ul style="list-style-type: none"> • Good brand recognition in local community (positive brand awareness), strong networking in Cyprus and abroad • Leader in travel agents, Established in 1987. • Employees with high skills and knowledge about tourism- 80 qualified staff members in both Nicosia and Limassol offices. • Technology. Utilizing applications to make tourists' experience better and social media for marketing purposes. • Organizing greener conferences. Already in European program 	<ul style="list-style-type: none"> • Financial difficulties due to Covid-19. A catastrophic season without sales thus rapid reduction in profitability. • If there is low demand for travelling like 2020 due to covid-19, then Top Kinisis unfortunately has not a plan B or alternative ways to earn profits to mitigate the adverse effects of the pandemic. • Small company compared to other European giants (they have limited

	<p>about Sustainable conferences.</p> <ul style="list-style-type: none"> The organization manages to reduce the environmental footprint of its conferences and events 	<p>agility and resistance to change).</p> <ul style="list-style-type: none"> The staff there does not have employees who speak Arabic, Dutch or other language which customers speak.
<p>Opportunities-O</p> <ul style="list-style-type: none"> Except from the year 2020, the last 5 years were experiencing a tremendous increase in tourist arrivals. Cyprus national strategy aims to improve agritourism until 2030 is an opportunity for Top Kinisis to collaborate with government bodies such as the Deputy Ministry of Tourism to offer and promote agritourism packages in line with ecotourism. Except Top Kinisis there are also other tour operators which are competitors. A growing niche consumer market with environmental awareness. Many opportunities to exploit ecotourism and attract high quality tourism that respects and appreciates Cyprus culture, gastronomy and biodiversity. Strategic or slow tourism. It is very important, for example avoid use a bus for 50 people. In opposite use smaller minibuses. Organized special excursions and offer high quality experiences. Combination of ecotourism with agritourism and sustainable tourism. Escape from the classical sun and beach model. 	<p>Strengths to Opportunities:</p> <p>The S-O focuses around how they can exploit their strengths in order to respond to the potential opportunities in the market=attacking strategy</p> <ul style="list-style-type: none"> Facilitate Cyprus to become an attractive eco-friendly destination with a variety of activities for people with specialized interests. The need for a more sophisticated tourist that appreciates Cyprus' natural habitats, food and tradition. Already there are many collaborations. Promote Cyprus activities to tourist of specialized interests via social media and phone applications. Exploit staff skills, knowledge and experience in order to improve ecotourism/agritourism in Cyprus and Top Kinisis packages. Top Kinisis must use its networking and start conversations and foru 	<p>Weaknesses to Opportunities:</p> <p>The W-O can be the hardest consideration, as it does not always come naturally. Consider how their opportunities can remove their weaknesses=reinforcing the attacking strategy</p> <ul style="list-style-type: none"> Avoid mass tourism and target a niche market, offer safe and quality vacation. Easier to manage small niche groups during pandemic. Work hard and offer high quality packets for daily excursions and attract locals. Very difficult due to Cyprus size. Could take advantage of its small company size and adopt a niche customer segment strategy as opposed to its huge international competitors who are less agile and cannot focus on a niche

	ms about ecotourism and sustainability.	product. <ul style="list-style-type: none"> • Create projects related with ecotourism in order to increase tasks and avoid fire employees.
Threats-T <ul style="list-style-type: none"> • Covid-19 and future uncertainty of the tourism industry in general. They cannot organize plan for the long-term future • Cyprus culture since Cyprus is not a famous ecofriendly country and there are many difficulties which do not allow many parties related to tourism to collaborate for the common good. • Many tourists prefer to organize their trips and excursions alone therefore some age groups could be difficult to target. 	Strengths to Threats: The S-T examines how strengths can be used to mitigate or remove the threats to the business, and in some cases look at how threats can be transformed to opportunities= defensive strategy <ul style="list-style-type: none"> • Use the brand recognition and networking in order to create an environmental culture and awareness in the whole society and other smaller businesses. • Target 50+ customers with all-inclusive packages with a tour operator to get an insight of the full agritourism experience. Additionally , try to offer attractive packages for younger people and persuade them to buy those packages. 	Weaknesses to Threats: The W-T highlights how weaknesses can play into, develop or enhance the threats of the business= reinforcing defensive strategy <ul style="list-style-type: none"> • Now with Covid-19 Top Kinisis has serious problem, no profits and no demand for tourist packages. • They should think innovatively and with realism to create what is more appropriate based on their current resources and capabilities.

Stakeholder analysis

There is an argument that a closer relationship with stakeholders when utilized effectively, it can be perceived as a more effective source of sustainable competitive advantage than tangible resources (Jones et al., 2018). Embracing this approach, the valuable criterion of the VRIO model is addressed (Barney and Wright, 1998). Jones et al. article (2018), suggests that to achieve sustainable competitive advantage, Top Kinisis should maintain close relationships with stakeholders

based on open and honest communication, information sharing, reciprocity and trust. They argue that these relationships are characterised by VRIO criteria, and consecutively satisfying the value creation for both parties (Jones et al., 2018). Considering stakeholders as having a voice, it is an opportunity for the stakeholders to move upwards the participatory stairway and create a more engaging approach to the decision-making process through ensuring better representation of stakeholder values (Sharples et al., 2014). Nevertheless, a shortcoming of the stakeholder view is the inconvenience of interpreting the objective of pursuing the interests of all stakeholders (Saunders et al., 2016). The fact that Top Kinisis is engaging in ethics and social responsibility, has the potential to enhance their reputation with key stakeholder groups such as the government and the Deputy Ministry of Tourism, therefore giving them an advantage over competitors that is both valuable and potentially inimitable (Worthington and Britton, 2015). Communicating openly and genuinely, can achieve a transparent discussion between Top Kinisis and its stakeholders, allowing acceptance and support for a diverse range of opinions (Sharples et al., 2014). Additional economic value would be created when Top Kinisis maintains close relationship capability, as stakeholders are motivated to contribute more to joint value creation, and essentially, as value creation proceeds, it becomes more effective (Jones et al., 2018). Overall, the stakeholder analysis identified a harmonious relationship between them. Top Kinisis together with all the stakeholders can cooperate in order to give additional value to the Cypriot product, to grow the negotiating pie and as a result the profits will be more for everyone regardless of who will get the most out of this.

Chapter 5:

RECOMMENDATIONS AND DISCUSSION:

This chapter is going to explore and give multiple suggestions and recommendations to the case study organisation based on the preceding analysis. There is the potential to attract tourists during winter months in order to increase revenues for those off-season and low in demand months. Give incentives to tourists in order to visit Cyprus in winter and offer them a variety of activities to do and places to explore (see Appendix 6-8). If we increase the tourist arrivals during winter months it will then increase the state income and as a result, we can reduce unemployment and improve the quality of life in many rural areas. Awareness campaign for the Cypriot people about ecotourism, environmental awareness and agritourism.

It is not enough for Top Kinisis to create high quality packages; in the longer term we need to create and maintain an eco-friendly culture as a society. Additionally, the environmental and cultural education should be a priority alongside the preservation of cultural heritage. Top Kinisis instead of looking for a new customer segment, they can attract existing segments. For example, many people enjoy participating in marathons, thus Top Kinisis can focus on this customer segment and satisfy their needs. Inform businesses related with the tourist industry about ecotourism, sustainability and their effects on economy and not only real terms. Explain that there is a demand for ecotourism, and it is a must to turn page and become an eco-friendly country. Try to inform and raise awareness to citizens and companies and make that change to happen.

Digital Marketing (opportunities for government subsidies):

On the website of Top Kinisis (2020) there is a column where one can find tourist guides for all the cities where the company has packages. What we have found is that there is no guide for Cyprus. Our suggestion is to prepare enough photographic material accompanied by text and then post it on the company's website. This may be done in collaboration with other agencies such as the Deputy Ministry of Tourism. The purpose for that is tourists who are looking for packages through the top traffic or has bought a package to visit Cyprus and is looking for more information about the island, thus they can do it easily. The desired result is that tourists can find there a variety of activities and excursions where they can experience in Cyprus. These activities in combination with the Cypriot gastronomy and fresh ingredients, the beautiful natural landscapes to visit and relaxing walks can look very attractive to the tourist. As Top Kinisis representative told us, there is a separate page for tourists who want to visit Cyprus. We urged them to copy the material related to Cyprus and paste it on the regular website. However, they should be careful about the intellectual property rights reserved. In addition, Top Kinisis told us that they are planning to give incentives to photographers in order to motivate them to create photographic material about Cyprus and use it in promotion actions.

The previous years many people were using Twitter in order to explain their opinions about different current affairs. Twitter is not like Instagram where the purpose is to upload a good photo but to make a public statement or even a discussion for exchange of views and it is

a tool used by most politicians and celebrities in order to influence and raise awareness. We suggest for Top Kinisis to exploit more Twitter platform and advertise Cyprus's projects about ecotourism, agritourism etc. by using hashtags and tag other organizations, not only locally but also globally. For example, if a project of a house's restoration in Agros is done then Top Kinisis can make a statement about this and use hashtags and tag UNESCO. Our young ambassadors can play a vital role by exploiting social media and their power. The ambassadors could be young girls who have learned from their grandmothers some traditional Cypriot dishes and perform online streams and videos showing how to make 'flaounes, or hallumi, or pittes tis sajis' for instance.

Top Kinisis' Instagram page has thousands of followers and the content there is just amazing. Additionally, on Instagram we suggest creating a specific hashtag or maybe more than one hashtag about Cyprus and give incentives to locals and tourists to use them. For example, use the hashtag #goEcoGoCyprus in order to attract tourist who have environmental awareness and are demanding destinations for ecotourism. Nowadays social media is very popular, and the use of hashtags is a tool that is used in almost all Instagram advertising campaigns. After a conversation with Top Kinisis representatives we suggested in creating more than one Instagram pages in order to be easiest to manage them and every page will have a different subject. For example, one page especially for Cyprus, another one for packages in abroad etc.

Nowadays YouTube is very popular, therefore everyone can find everything in that platform. We suggest that Top Kinisis could create a YouTube channel, maybe in collaboration with other interested parties, and create videos to show Cyprus' beauties, culture events, gastronomy and many activities that tourists can enjoy such as theme festivals in different villages. Many users will show interest in the traditional Cypriot cuisine and the traditional way of cooking. Through the appropriate marketing via the YouTube channel can be the ideal tool in order to attract tourist from all around the world and convince them to come to Cyprus. Some of them can also visit Cyprus for their wedding and British people are currently coming to Cyprus to get married. Also, using a YouTube channel is very easy to promote environmental campaigns such as the non-use of plastics, tree planting, eliminating waste etc. We must highlight that there are already some good videos in YouTube about Cyprus.

People many times need incentives or small awards through reinforcement in order to do something. Therefore, we suggest for Top Kinisis to create an online game with awards in its website. For example, they could create a 2-3-minute short video about the Cyprus culture and agritourism activities that tourists can enjoy. Then after the video for 30 seconds the client could have the opportunity to answer 5 questions related to the video and win awards. Some awards could be free tickets for Cyprus or a bucket with traditional products like. In that way tourists will have incentives to learn about Cyprus and convince them to visit Cyprus. It is vital to remember that learning is better and more effective while playing, as this is an evolutionary human instinct and as kids it was the first method we learned something.

Lack of information:

Most tourists are coming to Cyprus for the sun and the sea, therefore as a result they do not know that they can have unforgettable experiences related to ecotourism and agritourism. When tourists arrive to the island, the tour operator could give them a small guide with a variety of activities so that everyone will have many choices and things to do. This can be in the form of an optional day trip with a tour operator or an all-inclusive package with different trips and activities. From our research we realised that tourists do not have access to a lot of information about activities they can enjoy here as good as locals. By giving information to tourists, then year after year with the word of mouth advertising, the demand for winter months will face a steadily increase. The difficulty in this part is the fact that most of the tourists are not interested in special activities but come with all-inclusive packages that do not help the real economy-just a few hotels. An effort should be made to change the status of tourists and to target tourist with special interests and environmental awareness, a segment which grows day by day.

Gastronomy:

During our primary research we discovered that there are many beautiful places for accommodation during winter months for agritourism. For instance, the European Union has given subsidies to locals in order to renovate their homes while maintaining their traditional structure and now they rent those houses to locals and tourists. However, they are

not large hotels with the possibility to offer many amenities and a large variety of traditional products to tourists. Therefore, our suggestion is that Top Kinisis can organise at one place a Cypriot traditional breakfast for all tourists who stay in a specific area or hotel complex. For example, Casale Panayiotis in Kalopanayiotis has approximately 40 apartments and some small houses, then all the tenants can enjoy every morning their breakfast in a specific place and enjoy a traditional breakfast with a variety of traditional products such carob honey, seasonal fruits, halloumi etc. They currently do this in Trullino restaurant, and they have the traditional Cypriot ingredients. However, more agritourism destinations could adopt Casale good practice approach. We have visited Casale and tasted its breakfast and was unique with special products brought from nearby producers. In addition, every day the tourists can visit a different place where they will enjoy their breakfast, thus more than one local business can increase their profits. Therefore, this idea will help the whole society to promote Cypriot products from different suppliers with their unique touch but will also help the local small business economically. During our thesis project we realised that gastronomy plays a vital role in our attempt to attract tourists during winter months.

Special events and specialized activities (combination of events):

Many companies from abroad are looking for special experiences with the aim of making team building events. The goal is to bring their staff closer and increase efficiency. Although there are not enough facilities in Cyprus for such a thing, groups can be hosted for such events and interesting agritourism experiences can be offered. Top Kinisis can manage and organize a special package for such events and attract companies, universities etc. where located in Cyprus and as a result will have an extra revenue stream.

In our primary research many hotel owners told us that there are not bicycle paths and according to the research that Deputy Ministry of Tourism has done, there is a demand for this specific activity. We suggest for Top Kinisis to organize a special bicycle event. Find a nice location, maybe in an agritourism area and invite dozens of cyclists, maybe hundreds. When the cyclists will finish their route, they will have the opportunity to taste some special traditional products or even enjoy a culture event. The purpose is to combine this activity with gastronomy and culture and at the same time surpass a message to government and other competence bodies that there is a demand and potential for bicycle lines and paths.

Additionally, this is an opportunity for Top Kinisis to promote their business core values, improve its corporate social responsibility actions and starting to create an ecotourism awareness to the society. Bicycle lines will stay for years, so it is an investment which will help in long term and that is what we called “sustainability.”

In collaboration with other companies such Riverland BioFarm, Ecophysic etc. Top Kinisis can organize and advertise events (asking for sponsors) in these places. Ordinary people will have the opportunity to enjoy some activities (maybe have extra discounts this day) like kayak, see animals etc. and after participating in a culture event, workshops and others. Top Kinisis representatives will have the opportunity to speak with people, explain what ecotourism is, the relationship with agritourism and the benefits that Cyprus will have. Top Kinisis with such events can increase even more its positive brand recognition and promote its packages. As already mentioned in the objectives chapter, the company can focus on existing customer segments in order to meet their needs. One idea is to organize marathons and attract tourists. Of course, marathons will be combined with gastronomy, culture-related events, and perhaps with tree planting.

Cultural week:

Through collaboration with many parties and subsidies from the government, Top Kinisis can lead and organise a week or a 10-day period called “Cyprus culture week.” This event could take place once per year in November or December- the winter months in order to attract a specific group of tourists. Then advertise this week-event via travel agents, social media etc. in order to gather as many tourists as possible for this specialized event. The key indicator here is the variety and quality of the package thus it is a must to schedule a program with a high-quality variety of different activities. Activities such as participating in workshops to produce traditional products, picking honey like a true beekeeper, making hallumi and anari cheese etc. will dominate. The aim is for the tourist to discover the gastronomic treasures of Cyprus and at the same time to learn about the tradition and the culture. This combined with excursions in nature and always with ecological awareness and zero use of plastics can bring very positive results. Now it is the perfect timing for Cyprus to take the next step, to show ecological awareness, to create quality agritourism packages and to attract tourists of special interests. We can suggest letting the last two or three days after the event free, so every tourist

can do what he/she wants, for example play golf, go to trips etc. This alternative for the Cyprus society event will take place in many different places in Cyprus and as a result many locals from all age ranges will be interested to participate. Firstly, Top Kinisis should conduct a market research both in Cyprus but especially abroad, in countries such as England and Germany in order to discover if there is demand for an event like this. To put it simply, Top Kinisis will examine the possibility that tourists are willing to pay to buy such a package and visit Cyprus during winter months. Moreover, festivals can raise awareness about local uniqueness, culture and attract larger or novel target groups. In addition, this event can be expanded by collaborating with other neighboring countries and visitors have the opportunity to get to know more than one culture, to taste different cuisines, etc. In a such a case it would be easier to earn subsidies from the EU.

Educate others and crate ecotourism awareness to achieve a bigger collective result:

Many companies that offer an attractive product or activity do not know how to do the appropriate marketing in order to attract both locals and tourists. In addition, some people do not know any foreign languages or have no communication skills and as a result they are facing some difficulties when they come face to face with tourists. It would be ideal the time a tourist does an activity to have people who know how to approach them appropriately and say some interesting information to attract their interest. Therefore, tourists can easily ask questions that they probably have, learn some new interesting things about Cyprus in general. Additionally, we can successfully promote and suggest to tourists other interesting activities and places in Cyprus through the culture of collaboration, collectivism and supporting each other. In this way the tourist will be satisfied, will visit more places and in turn, will suggest his experiences to other people. In order to achieve this, we propose the Top Kinisis in collaboration with other agencies to conduct seminars with the aim of the best professional training of many small businesses related to tourism. Seminars with topics like social media marketing, communication skills, basic English, German and Russian language classes in order to communicate with tourists etc.

Organizing seminars and marketing campaigns about ecotourism and sustainability. Bring tourism companies owners, administrative or representatives and explain to them what ecotourism is, what the opportunities ecotourism can generate are, and try to surpass them an

eco-friendly awareness. Explain where ecotourism and sustainable tourism focuses and what are their differences. Then explain what the benefits for the society are and how they can exploit our rural areas and combine ecotourism with agritourism. They can ask the Deputy Ministry of Tourism and other big companies for help. Show them best practice examples from abroad and explain why other countries are more competitive in this sector than us and try to find what makes Cyprus unique and promote it. Give solutions and improvements actions that companies related with tourist industry can do. In addition, they can combine those seminars with other events like tree planting etc. in order to take government subsidies and increase their corporate social responsibility actions to society and environment.

Make the first step and gather many companies' representatives in the same place. Then create a plan to improve ecotourism in Cyprus. Have a dialog with small companies as well as brainstorming for the common good. Each company can help each other and as a result improving the overall tourist product that Cyprus offers. For a small company this is something very difficult, in many situations something is unknown. For many companies together it will be easier and the collective results would be much bigger. For example, many companies can collaborate in order to create a special event or festival as well as take eco-friendly actions such recycle or usage of alternative resources of energy. As we have learned from Ecophysic if all beekeepers collaborate then they can have better results and higher quality products.

Top Kinisis can create and manage an online platform-discussion forum where the users will be people related with the tourism sector such hotel owners and managers, restaurants owners etc. The aim of this platform is the fruitful discussion on topics such as ecotourism, sustainability and everything else that concerns tourism developments. They will discuss ideas and trends from abroad, there will be a healthy exchange of views in order to improve tourism businesses on the island. Top Kinisis can be the coordinator in every discussion or set the topics for discussion. After all, there is always room for improvement.

Improving CSR by helping environment:

The case study organisation could organize a large tree planting where tourists will participate and there would be a party with traditional delicacies, music nights etc. in order to combine this purpose with fun and to teach tourists about Cyprus's culture heritage, values and morals. Finally, give some souvenirs to tourists and photos to remember that they were

part of this effort for free and show our Cypriot 'filoxenia.' Top Kinisis can organise many events like this and not only in Cyprus but in abroad as well in collaboration with European and Global eco-friendly organizations.

In terms of recycling Top Kinisis can gather people to lakes, dams and other natural landscapes where people throw down their rubbish. The purpose is for volunteers to collect garbage, which is done by different ecofriendly groups. The difference, as in our other proposals, is to be done under the auspices of Top Kinisis and to be combined with gastronomy and culture. Of course, representatives of the Top Kinisis will talk to ordinary people about the need for recycling and how such acts have a positive impact on tourists, and as a result to state revenues. Finally, there is another action that will be written in the company's corporate social responsibility.

New role in company's hierarchy:

Open a new position-role in the company and hire or promoted a suitable candidate with all the necessary skills. This position will be called "Top Kinisis Ecotourism Officer." The ecotourism officer will be responsible for all topics related to ecotourism, agritourism, sustainability etc. He/she will stay informed about everything about Cyprus and ecotourism and will have meetings with the related organizations in Cyprus, such as the Deputy Ministry of Tourism, Cyprus Agritourism company and other stakeholders. He/she will be collaborating and coordinate all Top Kinisis departments in order to achieve all the company's goals about ecotourism and sustainability. For example, the officer will be responsible for new packages ideas, ecofriendly actions, new seminars etc. He/she can suggest to Top Kinisis vice-president new ideas which will help Top Kinisis to achieve its aims. It is very important to have a professional with knowledge and skills to be inform and oversee all the actions Top Kinisis take about ecotourism and agritourism.

To sum up Top Kinisis had in mind to invest and complete many actions this year but unfortunately due to covid19 crisis all actions have been postponed. So, it is difficult to accomplish all our suggestions but they can manage many of them or ask for subsidies to achieve as more as is possible. There are several employees who do not have a heavy workload due to the crisis so they can be utilized and feel themselves active working on new innovative ideas regarding ecotourism and new packages for agritourism to create new

revenue streams Also, many ideas have the same purpose therefore Top Kinisis can combine ideas and events in order to reduce costs and at the same time increase people's interest. There are budget limitations to take all these actions, but they should think cleverly and exploit what they already have and create new collaborations.

SCREENING THROUGH SCENARIOS

Screening through different scenarios such as the optimistic, moderate and pessimistic, is a process where strategic options are considered when the environment is unstable, thus, it enables to decide which option would be the optimal for Top Kinisis (Johnson et al., 2017). This process compels analyzing how a strategy is reinforced by R&C which satisfy VRIO criteria and the strengths to opportunities cell in the TOWS matrix. Strategy assessment could be executed using feasibility through resource deployment and financial feasibility; and acceptability including the risk level consideration (Harrell, 2016). Explicitly, if the strategy is robust and hard to imitate, it means that it would be feasible to implement it (PRINCE2, 2020). Furthermore, acceptability implies that the proposed strategy meets Top Kinisis's expectations and that could take the forms of risk, return and stakeholder reaction. Returns are a measure of the financial effectiveness of a strategy and cost-benefit analysis which due to the complexity of the project and the new unique travel experience, it was hard to find accurate costing and numbers.

Considering the likely reaction of stakeholders to new innovative strategies such as the ones suggested in this thesis, Top Kinisis and Mrs. Tanou is highly satisfied with our suggestions since we got some feedback regarding our recommendations. Interestingly, stakeholders also include the owners of agritourist places, travelers, employees, volunteers, suppliers, government agencies, the local community, and competitors (CMI, 2020). However, some external risks arise from events beyond Top Kinisis control such as Covid-19 therefore, the organization should identify the risks and mitigate their impact (Kaplan and Mikes, 2012). Lastly, feasibility is concerned with whether this strategy could work in practice and if current R&C exist or could be obtained to implement the strategy effectively (PRINCE2, 2020).

If we were consulting Top Kinisis last year which was an almost perfect season, things would have been very optimistic and the forecasts for 2020 tourism inflow would be as high as

during 2019. However, this year turned out to be totally different and extremely unfortunate due to the pandemic. Therefore, there are three scenarios if this situation will end in 1-2 year, 3-4 years or more than 5 years. This pandemic came very sudden and paralyzed the whole planet and especially the human activity. Many fundamental human rights such as the right to move freely was suppressed and now the masks and antiseptics are part of our lives. These 'accessories' have made citizens fear and now with the second wave of Covid-19 Cyprus is again in the middle of the typhoon. Humanity is looking forward for the vaccine and the end of this situation to return back to normality and routine. When people overcome this crisis, they would slowly start to demand travelling and leisure abroad and here comes the role of Top Kinisis and the Deputy Ministry of Tourism. However, we are not yet in a position to forecast when the tourism industry will recover from the Covid hit, thus we could either go with the moderate or even pessimistic scenario of recovering after 5 years. Finally, only time would reveal which scenario is more accurate and we hope for the best.

IMPLEMENTATION ISSUES

It is vital to recognise this report limitations such as the MBA students' biases and potential implementation issues, since Top Kinisis' respond to risk and change are unknown (APM, 2020). Furthermore, Top Kinisis risk appetite might be influenced by several factors, such as their risk philosophy which is the degree of uncertainty a company is willing to accept in anticipation of a reward; and risk tolerance, which is the degree of risk that Top Kinisis would withstand (PMI, 2013; Turner, 2014). Unidentified are also the costs and benefits prior delving into a strategic decision making such as introducing new winter travel agritourism packages (Meredith et al., 2016). Moreover, the cost estimation of the recommendations is often complex, as monetary values include both tangibles and intangibles (Brown et al., 2015). Fundamentally, competitive advantage tends to decay over time unless R&C offer durability, transferability and replicability; meaning that Top Kinisis could build an innovative agritourism travel package on their own (Saunders et al., 2016). Furthermore, the MBA students as third-party observers and consultants, should build relationships, protect confidential information, relying on Top Kinisis and interviewees as a key measure of this applied business project success, and occasionally see long-term results (Cameron and Green, 2015).

Chapter 6:

CONCLUSION:

To summarize, tourism will undoubtedly be always a very important sector for the Cypriot economy. What is necessary is the continuous improvement of the tourist product that we offer as a country and actions that will contribute to its preservation and sustainability. As investigators, we got a lot of information during this project, mainly from people who have been in the tourism industry for years as we also studied older data and past research. We listened to different viewpoints and studied the actions taken daily by the Deputy Ministry of Tourism for the development of our tourism product.

It was evident from the primary research that in Cyprus, the sun and beach model has existed for years, but there is no plan B, while there are many prospects for increasing the tourist inflow and expand the high tourist season period. There are several types of tourism that can be promoted in Cyprus, such as agritourism, sports tourism, wellness tourism, medical, churching etc. All these types have their own advantages and disadvantages as well as their own prospects as discussed in the previous chapters. Of course, not everything can be done overnight, and we cannot compete so easily with other tourist destinations. Therefore, we decided to promote a product where Top Kinisis and Cyprus can be competitive in the European and global market.

Cyprus has a long tradition and culture, and incredible natural landscapes where one can explore and enjoy. Ecotourism and sustainability have many positive impacts both in the environment and in society when we propose to promote agritourism which is a part of ecotourism and to combine gastronomy, church tourism, tradition and culture. There are people abroad who are interested and are willing to pay for such tourist packages but did not prefer Cyprus for several reasons. Initially there were not the required quality tourist packages in place to attract tourists of special interests. Although there are many activities and interesting things to do in Cyprus beyond the sun and the sea, tourists do not know about them and awareness should be raised.

A collective effort should be made in achieving the goals and recommendations, which is the same as the national tourism strategy until 2030 set by the Deputy Ministry of Tourism. Every individual, as well as all businesses- especially tourism companies, should acquire environmental sensitivities and understand the concepts of ecotourism and sustainability. It is

necessary for the tourist companies to cooperate for the common good in order to raise the level of the Cypriot tourist product and as a result the government revenues and gross domestic product would increase. Unemployment will then decrease; rural areas will prosper as well as their standard of living.

Lastly, Top Kinisis should make the beginning and convey this message to all tourism companies and take the first step. The effort will not be easy, all the pieces of the puzzle are necessary to achieve the desired result, and this will take time. The prospects are huge, some have already awakened and realized the benefits that can arise with the correct utilization of the terms "ecotourism and sustainability." We wish that Top Kinisis will eventually survive the crisis caused by the pandemic and afterwards will do enough to raise the level of both the company itself and our country. The first samples we took from the vice president of the company were extremely encouraging and we believe that with the best actions and the right people in the most important positions the goal would be achieved in the future.

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Takkides, Trakoshis, Ioannou, Karis

APPENDICES:

Appendix 1- Interview Guide for Hotel owners

1. Where is your hotel located?
2. When did the hotel start its operations? When was the latest renovation?
3. What is the hotel capacity?
4. What is your operation period?
5. If not always open, why? Are you affected by seasonality?
6. Is there the ability to work all the yearlong and not only for a few months?
7. How long do they stay in Cyprus or in your hotel/place?
8. What do you recommend to hotel owners and other stakeholders like municipalities, travel agents etc. in order to attract tourists all over the year?
10. Are there activities for winter months in order to attract tourists?
11. Are your main customers from Cyprus or abroad?
11. From abroad, from which countries are your major clients?
12. Do you meet people from different cultures? In your opinion and experience, where are from the “best high quality” tourists? With best we mean best-spenders, fewer problems, interested in culture etc?
13. Are there tourists which are interested to learn about the Cyprus culture and tradition?
14. What about Cyprus gastronomy? Do you promote our traditional dishes to tourists?
15. Are you organizing activities or events in order to facilitate tourists learn about Cyprus culture? For example, a tradition music night etc.
16. Are customers interested in the activities around the village? Do they ask information about them?
17. Is there demand for agritourism, visiting monasteries etc?
19. Do you follow some steps/rules to help environment?

20. What other actions are you consider doing in this section? (About the environment).
21. Did you benefit from government subsidies or European Union in order to use eco-friendly materials?
22. Are you collaborating with other tourist companies in order to offer a higher quality package to customers?
23. Are you open in such collaborations?
24. Please give us your opinion about ecotourism and how this can be combining with other kinds of tourism like agritourism in order to avoid seasonality and as a result decrease unemployment rates during off season months.
25. In your opinion is it better to keep only the model “sun and beach” or its better as a country to promote other models as well?

Appendix 2- Interview Guide for government executives

1. Statistical analysis for last couple of years in Cyprus. Tourism during summer and during winter months.
2. What is the difference between agritourism and ecotourism?
3. What is your strategic plan for 2020?
4. Covid-19 tourism inflow expectations were not meet as Cyprus was severely hit. Do you think if we provided agritourism packages before Covid-19, would we save the ‘bad’ summer with a better winter in 2020?
5. What is the future strategy of the Deputy Ministry of tourism in general and agritourism specifically?
6. Do you think of creating an application as a Ministry for Cyprus and not only for each city?
7. Do you know any other country that is successful in agritourism?

8. Why did Mr. Perdios publicly said that he wants to promote agritourism? Why does Cyprus have the potential? Since Cyprus was hit by Covid-19 and you said you want to promote agritourism, how would you implement your strategy?
9. The European Union provides many subsidies related to the restoration of old houses, mainly in rural areas, the creation of small museums in rural houses as well as grants for the maintenance of churches and temples. How is Cyprus using the EU help to promote agritourism?
11. How to attract tourists from new origins? Is it possible to create channels with new countries?
12. How to promote the Cypriot tradition and culture through agritourism?
13. How many agriculture accommodation (hotels, wineries, brunch, farms, parks, glamping, activities etc.) do you have in Cyprus villages for agritourism?
14. Which village do you think has the most potential and the most accommodation for agritourism?
15. Do you collaborate with some businesses in order to promote agriculture? For example, for the Cyprus brunch experience that is very popular did you take any initiative?

Appendix 3- Interview Guide for Tour operators

1. Do you meet people from different cultures? In your opinion and experience, where are from the “best high quality” tourists? With best we mean best-spenders, fewer problems, nice culture etc?
2. Does your company offer day trips and excursions in villages?
3. How long do tourists stay in Cyprus and usually which places do they prefer? Coastal cities or villages?
4. What do you recommend to hotel owners and other stakeholders like municipalities, travel agents etc. in order to attract tourists all over the year?

5. Are there tourists which are interested to learn about the Cyprus culture and tradition?
6. Are customers interested in the activities around the village? Do they ask information about them?
7. What about Cyprus gastronomy? Do you promote our traditional dishes to tourists?
8. Please give us your opinion about ecotourism and how this can be combining with other kinds of tourism like agritourism in order to avoid seasonality and as a result decrease unemployment rates during off season months.
9. In your opinion is better to keep only the model “sun and beach” or its better as a country to promote other models as well?
10. Do you believe that ecotourism in Cyprus has potential? (If yes, why? And how?)
11. Is there any cooperation between the government and hotel owners for ecotourism?
12. Do you believe that government initiatives are aligned with private tourism sector initiatives? In your opinion, how this relationship can be improved?
13. Is there any governmental or European level funding about ecotourism?

Appendix 4- Interview Guide for Food book author

1. How did this idea start?
2. Why did you choose to make the book in German over other languages?
3. What is your book name and what does it include?
4. How many recipes have you invented and/or twisted? Ie Make anari with feta and combine French kitchen etc.
5. How do you think we can exploit in a good sense the Cypriot cuisine to create a sustainable competitive advantage over other countries?
6. Is there demand in foreign countries for the Cyprus kitchen?
7. Do you think that Greek kitchen that is very similar to ours is a threat?

8. Are there brunch ideas such as Glamping Park growing their own fruits and vegetables?

Appendix 5- Interview Guide for Excursions operators

1. What are your company's operations?
2. Have you ever considered targeting a niche customer segment specially to attract high quality tourists that are more concerned in agriculture?
3. Who are your customers and what activities do they prefer to do? Where do they come from (5 popular countries)? What is their most common age range?
4. In terms of demographics are most of your customers families, couples or friends?
5. Are customers interested in the activities around the village? Do they ask information about them?
6. What about Cyprus gastronomy? Do you promote our traditional dishes to tourists?
7. Do you follow some steps/rules to help environment? Renewable resources etc? (For example, recycle bins etc).
8. What other actions are you consider doing in this section? (About environment)
9. Are you collaborating with any tourist companies in order to offer a higher quality package to customers? Are you open in such collaborations?

Appendix 6: Cultural experiences in Cyprus by Petroula Daniel

Διήμερη εξόρμηση στην Ορεινή Επαρχία της Λάρνακας

Μέρα 1 (70 Km με διανυκτέρευση)

Φράγμα Λευκάρων

- Η Τεχνητή Λίμνη Λευκάρων δημιουργήθηκε το 1973 για ύδρευση της Λάρνακας και της Αμμοχώστου. Μετά την τουρκική εισβολή του 1974, δημιουργήθηκαν μεγαλύτερες ανάγκες για άρδευση με αποτέλεσμα η Τεχνητή Λίμνη Λευκάρων να ενταχθεί στα διάφορα σχέδια άρδευσης. Συνέχισε όμως να χρησιμοποιείται και για ύδρευση της

ελεύθερης επαρχίας Αμμοχώστου, της πόλης της Λάρνακας και διαφόρων χωριών της επαρχίας Λάρνακας. Το φράγμα είναι χωμάτινο και λιθόρριπτο. Το νερό που συγκεντρώνει η τεχνητή λίμνη προέρχεται από τον ποταμό Συργάτη.

- Η χωρητικότητα του φθάνει τα 13,850,000 κυβικά μέτρα νερού και είναι προσβάσιμο από χωματόδρομο πριν φτάσετε στα Πάνω Λεύκαρα οδεύοντας από τον Δελίκηπο. Η απόσταση από τον χωματοδρομο προς το φράγμα είναι γύρω στα πέντε λεπτά με το αμάξι, όμως σε κάποιο σημείο ο δρόμος έχει υποχωρήσει με αποτέλεσμα να έχει δημιουργηθεί ένα χαντάκι μήκους 5-6 μέτρων και βάθους πάνω ένα πόδι σε σημείο που οι οδηγοί είτε πρέπει να διακινδυνεύσουν να περάσουν από πάνω είτε πρέπει να αφήσουν το αυτοκίνητο και να ανηφορίσουν γύρω στα χίλια μέτρα.
- Artificial Lake Lefkara was created in 1973 to supply Larnaca and Famagusta. After the Turkish invasion of 1974, greater irrigation needs were created and as a result the Artificial Lake Lefkara became part of various irrigation plans. But it continued to be used for water supply to the free Famagusta district, the city of Larnaca and various villages in the Larnaca province. The water that the artificial lake collects comes from the river Sygatis.
- The artificial lake of Lefkara has a capacity of 13.85 million cubic meters of water, being the seventh largest artificial lake in Cyprus. It has overflowed twice since its construction in 2004 and 2020.

TIPS: Το φράγμα είναι περιφραγμένο και απαγορεύεται η κολύμβηση καθώς και το ψάρεμα χωρίς άδεια.

Πάνω Λεύκαρα

- Το ορεινό χωριό Λεύκαρα βρίσκεται στην περιοχή της επαρχίας Λάρνακας κι είναι χωρισμένο στα Πάνω Λεύκαρα και στα Κάτω Λεύκαρα. Είναι παγκοσμίως γνωστό για τα παραδοσιακά κεντητά δαντελένια χειροτεχνήματα και την αργυροχοΐα του. Το χωριό είναι χτισμένο στους πρόποδες της νοτιοανατολικής πλευράς της οροσειράς του Τροόδους, 650 μέτρα πάνω από την επιφάνεια της θάλασσας και σε απόσταση 43 χλμ. από την Λάρνακα. Ο επισκέπτης μπορεί να φτάσει στο χωριό ακολουθώντας τις διαδρομές A5, A1 και E105.

- Οι τέχνες της δαντέλας και της επεξεργασίας του ασημιού ασκούνται στο χωριό από την εποχή των Ενετών. Σύμφωνα με την παράδοση, ο διάσημος ζωγράφος Λεονάρντο ντα Βίντσι επισκέφθηκε το χωριό το 1481 και αγόρασε ένα δαντελένιο ύφασμα, το οποίο δώρισε στον Καθεδρικό Ναό του Μιλάνου για να διακοσμήσει την Αγία Τράπεζα όπου και υπάρχει μέχρι σήμερα.
- Το χωριό είναι πολύ γραφικό, με παραδοσιακή αρχιτεκτονική, στενά και δαιδαλώδη δρομάκια και παλιά σπίτια με κεραμωτές στέγες. Περιλαμβάνεται στην 7η Διαδρομή του Κρασιού που καλύπτει την περιοχή Ορεινής Λάρνακας - Λευκωσίας.
- Σημεία ενδιαφέροντος του χωριού είναι οι γυναίκες που κάνουν το λευκαρίτικο κέντημα στα στενά, η λαϊκή αρχιτεκτονική του χωριού, το Μουσείο Λαϊκής Τέχνης, και η εκκλησία του Τιμού Σταυρού, η εκκλησία του Αγίου Ανδρόνικου και η Παναγία Ομορφιάς, όπως επίσης η παλιά βρύση και το παλιό ελαιοτριβείο. Το χωριό έχει επίσης όμορφα και αρχαία παρεκκλήσια, όπως η εκκλησία του Τιμίου Σταυρού και το παρεκκλήσι του Αρχαγγέλου Μιχαήλ στα Κάτω Λεύκαρα με τοιχογραφίες που χρονολογούνται από τον 12ο και 15ο αιώνα.

TIPS:

- Αν θα φάτε σε κάποιο από τα εστιατόρια του χωριού τότε κάνετε κράτηση, ιδιαίτερα αν θα βρίσκεστε εκεί το Σαββατοκυριακό.

Κάτω Λεύκαρα

- Σταφυλλάρης Καφενείο Brunch – Ο ιδανικός τρόπος για να αρχίσεις την διήμερη εξόρμηση σου γιατί όπως γνωρίζουμε 'Νηστικό Αρκούδι δεν χορεύει'. Κληρονομιά από τον παππού Δημήτρη που το δημιούργησε το 1957 ως παραδοσιακό καφενείο. Η κυρία Ίβι και η κόρη της Μαρία σας περιμένουν για να σας προσφέρουν το κυπριακό παραδοσιακό πρόγευμα (brunch) και το καφεδάκι σας σε πολύ προσιτή τιμή κάτω από τον ίσκιο της κληματαριάς τους.

TIPS:

- Κάνετε κράτηση, ιδιαίτερα αν θα βρίσκεστε σε αυτόν τον παράδεισο το Σαββατοκυριακό.

- Πρόσβαση σε άτομα με αναπηρίες.

Άγιος Θεόδωρος

- Κολύμπι στο beach bar «Akakia»
- Ψαρομεζέ στη ταβέρνα «Μάμας»

TIPS:

- Στο beach bar «Akakia» θα βρείτε κρεβατάκια θαλάσσης με τις ομπρέλες τους και μπορείτε να περάσετε το απόγευμά σας με ωραία και δροσερά κοκτέιλς.
- Στη ταβέρνα «Μάμας» κάνετε κράτηση, ιδιαίτερα αν θα βρίσκεστε σε αυτόν τον παράδεισο το Σαββατοκυριακό. Ζητήστε να σας βάλει σε τραπεζάκι κοντά στο κύμα.

Διανυκτέρευση στο 'Cyprus Glamping Park' για κάτι διαφορετικό.

- Εναλλακτικά ξύλινα σπιτάκια
- Το Cyprus Glamping Park διαθέτει πανέμορφα ξύλινα σπιτάκια προσφέροντας έναν εναλλακτικό τρόπο διαμονής μέσα στη φύση.
- Όλες οι μονάδες διαθέτουν καθιστικό με καναπέ, τραπεζαρία και πλήρως εξοπλισμένη μικρή κουζίνα με διάφορες παροχές μαγειρέματος, όπως φούρνο μικροκυμάτων, ψυγείο και φρυγανιέρα. Το ιδιωτικό μπάνιο είναι πλήρως εξοπλισμένο με ντους και δωρεάν προϊόντα περιποίησης. Προσφέρει επίσης, δωρεάν WiFi, δωρεάν ιδιωτικό χώρο στάθμευσης, παιδική χαρά και μπάρμπεκιου.
- Το κάμπινγκ σερβίρει καθημερινά ευρωπαϊκό ή πλήρες αγγλικό/ιρλανδικό πρωινό. Η περιοχή που βρίσκεται είναι ιδανική για κολύμβηση και ηλιοθεραπεία σε μία από τις οργανωμένες παραλίες του Αγίου Θεοδώρου καθώς απέχουν λίγα λεπτά μακριά. Μπορείτε ακόμα να απολαύσετε πεζοπορία και ποδηλασία εξερευνώντας την φύση.

TIPS:

- Μπορείτε να το επισκεφθείτε για brunch και να απολαύσετε τα ολόφρεσκα προϊόντα του

- Οι ρυθμοί εκεί είναι αργοί και χαλαροί. ΑΠΟΛΑΥΣΤΕ ΤΟ!!!!
- Μοναδικά ειδικά πακέτα προσφορών διανυκτέρευσης.

Μέρα 2 (95 Km)

Μουσείο Μέλισσας & Κεντήματος στον Κάτω Δρυ / Bee and Embroidery Museum

- Το Μουσείο Μέλισσας παρουσιάζει τον τρόπο ζωής και τις ασχολίες των κατοίκων του Κάτω Δρυ και της γύρω περιοχής από τα πολύ παλιά χρόνια μέχρι την ανακάλυψη της μηχανής.
- Εκεί συναντήσαμε τον κύριο Ιάκωβο με την κυρία Έλλη και την κόρη τους Θεοδώρα, που έφτιαξαν το αγροτουριστικό κατάλυμα Garden Kamara, ενώ σιγά-σιγά οι ίδιοι δημιούργησαν εκεί και το εντυπωσιακό μουσείο, αλλά και ένα Μουσείο Κεντήματος.
- Στο μουσείο είδαμε πώς φτιάχνεται το μέλι, η γύρις, ο βασιλικός πολτός και τα κέρνινα κατασκευάσματα. Ο κ. Ιάκωβος και η κ. Έλλη μάς έδειξαν πώς παρασκεύαζαν μέλι παλιά, και με τις πιο σύγχρονες μεθόδους, με τα μηχανήματα.
- Το μουσείο στεγάζεται σε ένα παραδοσιακό σπίτι της οικογένειας Ιωσήφ Τσαμίλλη. Περιλαμβάνει πάνω από 1.000 εκθέματα και καταλαμβάνει 6 αίθουσες. Στο πρώτο δωμάτιο παρουσιάζεται η ιστορία της μελισσοκομίας και οινοποιίας, στο δεύτερο τα γεωργικά εργαλεία, στο τρίτο τα οικοκυρικά σκεύη και η κουζίνα (ζύμωμα ψωμιού, χαλλούμι και άλλα).

TIPS:

- **Brunch στην αυλή του μουσείου για ομάδες των 6 – 12 ατόμων:** Για το πιο τέλειο brunch του χωριού. Υπέροχο πρόγευμα από την κ. Έλλη και τη Θεοδώρα. Το concept τους είναι απλό, σερβίρουν brunch με απαραίτητη κράτηση (τόσο για τις καθημερινές όσο και για τα σαββατοκύριακα). Συμπεριλαμβάνει εποχιακά φρούτα και λαχανικά, σπιτικές λιχουδιές από την ορεινή Λάρνακα και το δικό τους βραβευμένο αγνό μέλι.
- Περιέχει επίσης αγροτουριστικό κατάλυμα που μπορεί να χρησιμοποιηθεί για διανυκτέρευση ή/και για εκδηλώσεις.

Οινοποιείο Χριστούδια

- Το οινοποιείο Ktima Christoudia βρίσκεται στο Κάτω Δρυς και καλωσορίζει όλους τους λάτρεις του κρασιού ή ακόμη και εκείνους που θέλουν απλώς να εξοικειωθούν με τον κόσμο της αμπέλου και του κρασιού.
- Η επίσκεψη περιλαμβάνει μια σύντομη περιήγηση στον αμπελώνα, τη γραμμή παραγωγής και την κάβα. Θα έχετε επίσης την ευκαιρία να επισκεφθείτε την περιοχή του Αγροτικού Μουσείου.
- Οι επισκέπτες έχουν την ευκαιρία να δοκιμάσουν τα κρασιά στην περιοχή υποδοχής του οινοποιείου συνοδευόμενα από την όμορφη θέα του αμπελώνα (3 λευκά, 1 ροζέ, 3 κόκκινα και 2 γλυκά κόκκινα).
- Το οινοποιείο διαθέτει εστιατόριο που μπορεί να χρησιμοποιηθεί για διάφορες εκδηλώσεις. Το εστιατόριο σερβίρει παραδοσιακά πιάτα τα οποία πρέπει να έχουν προκαταχωριστεί.
- Η Κτήμα Χριστούδια δημιουργήθηκε από την οικογένεια Χριστούδι. Η αγάπη, ο ζήλος και το πάθος για καλό κρασί ήταν οι οδηγίες τους για τη δημιουργία αυτού του μικρού και αξιόπιστου οινοποιείου.

TIPS:

- Μην ξεχάσετε να περάσετε να χαιρετίσετε τον «Φιόρο», το γαϊδαράκι του οινοποιείου που βρίσκεται δίπλα από την είσοδο και να βγάλετε selfie μαζί του.
- Πρέπει να δοκιμάσετε το σιουσιούκκο της κ. Αλεξίας. Θεϊκός, όπως και αυτή.

Εκκλησία της Αγάπης – Βάβλα

- Η «Εκκλησία της Αγάπης», αποτελεί το μοναδικό εξωκλήσι σε ολόκληρη την Κύπρο αλλά και σε όλο τον κόσμο, το οποίο είναι αφιερωμένο στην «Παναγία της Αγάπης».
- Είναι ένα πανέμορφο εκκλησάκι αφιερωμένο στους ερωτευμένους, το οποίο βρίσκεται κοντά στο χωριό Βάβλα, στην επαρχία της Λάρνακας, 3χμ βόρεια του χωριού, στην όχθη του ποταμού του Αγίου Μηνά, ο οποίος διασχίζει το χωριό.
- Η «Παναγία της Αγάπης» κτίστηκε το 1935 και η εικόνα της ζωγραφίστηκε το 16ο αιώνα. Πριν 75 χρόνια, η εικόνα κλάπηκε από αγνώστους ιερόσυλους κλέφτες, οι

οποίοι θέλησαν να την πάρουν στο εξωτερικό. Όμως μετά από τη θαυματουργή παρέμβαση της Παναγίας, οι ιερόσυλοι αποφάσισαν να την επιστρέψουν ένα βράδυ, τοποθετώντας την έξω από την εκκλησία του Αγίου Γεωργίου. Διάφορες ιστορίες λένε ότι η Παναγία δεν ήθελε να μετακινηθεί και έτσι φρόντισε να επιστρέψει την εικόνα της στην εκκλησία.

- Σ' αυτό το εκκλησάκι πηγαίνει, σύμφωνα με την παράδοση, ο άντρας ή η γυναίκα που επιθυμεί να την ερωτευτεί αυτός που αγαπά ή δεν βρίσκει την αναμενόμενη ανταπόκριση. Εκεί υπάρχει το ιερό χώμα της Παναγίας, το οποίο βρίσκεται κάτω από ένα μάρμαρο, πίσω από την Αγία Τράπεζα, στην Παναγία της Αγάπης. Έπειτα πρέπει να πάρει μία μικρή ποσότητα από το ιερό χώμα, το οποίο θα πρέπει ο ενδιαφερόμενος να ρίξει στο νερό ή τον καφέ που θα πει το πρόσωπο που θέλει να σε ερωτευτεί και τότε θα νιώσει την αιώνια αγάπη, για το πρόσωπο που του το έδωσε.
- Επίσης λένε πως αν το επισκεφτείς με το ταίρι σου θα επισφραγίσει την αγάπη σας και θα μείνετε για πάντα ερωτευμένοι.
- Στο εξωτερικό μέρος της εκκλησίας υπάρχει ένα δέντρο, στο οποίο είναι χαραγμένα διάφορα αρχικά ερωτευμένων ανθρώπων, ενώ στο εσωτερικό του ναού υπάρχουν φωτογραφίες ζευγαριών, κεριά σε σχήμα καρδιάς και γραμμένοι δεκάδες όρκοι αιώνιας αγάπης.

TIPS:

- Μην ξεχάσετε να καθίσετε έξω από το εκκλησάκι για λίγο να απολαύσετε τους ήχους της φύσης.

Χοιροκοιτία

- **Καφέ Αλλόκοτο** για ένα δροσιστικό ποτάκι με λίγη σπιτικιά, φρεσκοψημένη στον ξυλόφουρνο χαλουμόπιτα.
- **Παλιός παραδοσιακός ελαιόμυλος** του παππού Σταυρινού.
- **Η Παναγία του Κάμπου** - Εξωκλήσι της Παναγίας του Κάμπου, ένα κατάλοιπο της βυζαντινής-μεσαιωνικής περιόδου της Χοιροκοιτίας, το οποίο βρίσκεται δύο χιλιόμετρα βορειοδυτικά της κοινότητας, στον κάμπο της Χοιροκοιτίας, εξ ου και πήρε

αυτό το όνομα. Η κύρια φάση του ναού χρονολογείται από το 10^ο αιώνα και ανήκει στον τύπο του σταυροειδούς εγγεγραμμένου με τρούλο. Από αρχαιολογικές ανασκαφές του Τμήματος Αρχαιοτήτων διαπιστώθηκε η ύπαρξη και παλαιότερων αρχαιολογικών φάσεων. Η παλαιότερη φάση χρονολογείται πιθανότατα στα τέλη του 6ου με αρχές του 7ου αιώνα και ανήκει σε μια τρίκλιτη εκκλησία με εγγεγραμμένες πλάγιες αψίδες, ο αρχιτεκτονικός τύπος της οποίας δεν έχει ακόμη διακριβωθεί. Κατά τις αραβικές επιδρομές η εκκλησία δέχθηκε μετατροπές. Στα τέλη του 15ου αιώνα ο ναός επεκτάθηκε προς τα δυτικά και έγινε νέος ζωγραφικός διάκοσμος. Χαρακτηριστικό της συγκεκριμένης φάσης αποτελεί η κύρια είσοδος στη δυτική πλευρά με το οξυκόρυφο γοτθικό τόξο, που κοσμείται με ένα σκαλιστό κεφάλι στολισμένο με αμπελόφυλλα. Η περίμετρός του χρησιμοποιήθηκε για ταφές, ενώ στο βορειοδυτικό άκρο του συμπλέγματος αποκαλύφθηκαν τα θεμέλια ενός ελαιοπιεστηρίου.

- **Η Ρήγαινα πέρασε απ' εδώ** - Οι μύθοι και οι θρύλοι θέλουν τη Ρήγαινα να πέρασε και από τη Χοιροκοιτία στα χρόνια του Μεσαίωνα. Κοντά στην εκκλησία της Παναγίας του Κάμπου βρισκόταν και ο Πύργος της Χοιροκοιτίας, που αποτελούσε σημαντικό κτίσμα των Ιωαννιτών ιπποτών και είχε τη μορφή φρουρίου. Η παράδοση λοιπόν αναφέρει πως η Ρήγαινα, η οποία σύχναζε στην περιοχή, συνήθιζε να λειτουργείται στη συγκεκριμένη εκκλησία της Παναγίας του Κάμπου.
- **Μαθήματα παράδοσης** - Μαθήματα παράδοσης στα εργαστήρια που λειτουργούν στο χωριό, στο Αλλόκοτο Καφέ, όπου μπορείς να μάθεις εμπειρικά να φτιάχνεις ψωμί, χαλουμωτές, ελιωτές, χαλούμι, αναρή, γλυκά του κουταλιού, μαρμελάδες, μακαρόνια του σκλινιτζιού, παραδοσιακά σαπούνια, πιθκιάβλι, καλαθοπλεχτική, κεραλοιφή και παστελάκι. Οι τιμές κυμαίνονται στα €10 για τρεις δραστηριότητες σε μία μέρα ή στα €16 για πέντε δραστηριότητες μαζί με κυπριακό μπούκωμα (για ομάδες άνω των 15 ατόμων).
- **Για φαγητό στο Παραθκιάνταλο** - Απέναντι από το Αλλόκοτο Καφέ, σε ένα κτίσμα του περασμένου αιώνα, λειτουργεί μία ολοκαίνουρια ταβέρνα με κυπριακή, αυθεντική κουζίνα και φυσικά λαχταριστούς μεζέδες. Πιάτα προσεγμένα και νόστιμα! Μετά το

φαγητό κατευθυνθήκαμε για προσκύνημα στην εκκλησία του χωριού, που είναι αφιερωμένη στον Άγιο Ιάκωβο τον Πέρση.

TIPS:

- Μην ξεχάσετε να δοκιμάσετε τις λαχταριστές χρωματιστές βάφλες, κρέπες, χυμούς και παγωτά του Doctor Ice
- Μην ξεχάσετε να περπατήσετε το μονοπάτι της φύσης. Η διαδρομή σε οδηγεί στον Αρχαιολογικό χώρο της Χοιροκοιτίας, ενός από τους σημαντικότερους οικισμούς της Νεολιθικής περιόδου, χαρακτηρισμένο από την UNESCO ως μνημείο Παγκόσμιας Κληρονομιάς.
 - **Εκτιμώμενη Διάρκεια:** 45 λεπτά
 - **Βαθμός Δυσκολίας:** Κατηγορία 2: Μονοπάτι μέτριου βαθμού δυσκολίας, με κάποια ιδιαίτερα χαρακτηριστικά μορφολογίας εδάφους, όπως απότομες υψομετρικές διαφοροποιήσεις (ανήφορα ή/και κατήφορα), πορεία σε στενό ή/και απότομο έδαφος.
 - **Κατάσταση Δρόμων:** Η διαδρομή είναι ασφαλτοστρωμένη κατά τα πρώτα 800 μέτρα. Τα τελευταία 800 μέτρα είναι σε ανώμαλο, στενό και απόκρημνο χωματόδρομο.
 - **Μήκος Διαδρομής:** 2 χιλιόμετρα

[Appendix 7: Cultural experiences in Cyprus 3 by Petroula Daniel](#)

Τριήμερη εξόρμηση στην επαρχία Πάφου

Μέρα 1

Πετρά του ρωμιού εκδρομικός χώρος

- Στάση για μερικές στιγμές χαλάρωσης και απόλαυσης του τοπίου.
- Μπορείς να απολαύσεις το σάντουιτς σου στον εκδρομικό χώρο.

TIPS

- Υπάρχουν αποχωρητήρια

Τάφοι των Βασιλέων

- Οι περίφημοι «Τάφοι των Βασιλέων» αποτελούν τμήμα του Αρχαιολογικού Πάρκου της Κάτω Πάφου, έναν από τους πιο σημαντικούς αρχαιολογικούς χώρους της Κύπρου, ο οποίος έχει συμπεριληφθεί στον κατάλογο Παγκόσμιας Πολιτιστικής Κληρονομιάς της ΟΥΝΕΣΚΟ από το 1980.
- Οι μνημειακοί υπόγειοι τάφοι είναι σκαλισμένοι από στερεό βράχο και χρονολογούνται στην Ελληνιστική και Ρωμαϊκή Περίοδο.
- Αντί για βασιλείς, στην πραγματικότητα θάφτηκαν εδώ υψηλόβαθμοι αξιωματούχοι και μέλη της αριστοκρατίας. Ωστόσο, το μέγεθος και το μεγαλείο των τάφων, μερικοί από τους οποίους είναι διακοσμημένοι με δωρικούς κίονες, έδωσαν στην τοποθεσία το μεγαλοπρεπές όνομά της.
- Μερικοί από τους τάφους μοιάζουν με τις κατοικίες των ζωντανών, με αίθουσες ενταφιασμών που ανοίγουν σ' ένα αίθριο με περιστύλιο. Είναι παρόμοιοι με τάφους που βρέθηκαν στην Αλεξάνδρεια, αποδεικνύοντας τις στενές σχέσεις μεταξύ των δύο πόλεων κατά την Ελληνιστική Περίοδο.
- Ο χώρος συνδέεται με την Πολιτιστική Διαδρομή Αφροδίτη.

TIPS

- Ώρες Λειτουργίας:
 - 16 Σεπτεμβρίου - 15 Απριλίου, καθημερινά: 08:30 - 17:00
 - 16 Απριλίου - 15 Σεπτεμβρίου, καθημερινά: 08:30 - 19:30
- Περίοδος Λειτουργίας: Όλο τον χρόνο.
- Κλειστοί στις 25 Δεκεμβρίου, 1η Ιανουαρίου και Κυριακή του Πάσχα.
- Τιμή Εισόδου: €2,50
- Για οργανωμένες ομάδες πέραν των 10 ατόμων, υπάρχει μια μείωση του 20% στην τιμή εισόδου.

- Το Τμήμα Αρχαιοτήτων μπορεί να εκδώσει ειδικές κάρτες εισόδου για όλα τα μουσεία και αρχαία μνημεία: (1) Μονοήμερη κάρτα - €8,50, τριήμερη κάρτα (3) - €17,00, εβδομήμερη (7) κάρτα - €25,00.

Επίσκεψη Κρίτου Τέρρα - Καταρράκτες

- Ένα επίγειο παράδεισο, μια υπενθύμιση ότι η ομορφιά της φύσης ξεπερνά την ανθρώπινη φαντασία. Ένας ειδυλλιακός προορισμός για όσους λατρεύουν τους καταρράκτες την φύση την ανακάλυψη και την περιπέτεια. Μια ευκαιρία για να έρθεις σε επαφή με την φύση, διαφορετική από τα καθιερωμένα. Όλα αυτά περικλυσμένα γύρω από μόνο ένα όνομα "Καταρράκτης Κρεμμιώτη".
- Ο μαγευτικός αυτός προορισμός κρυμμένος πίσω από ένα δύσβατο μονοπάτι το οποίο αποζημιώνει με την ομορφιά του την όποια κούραση και ταλαιπωρία είναι δυνατόν να προκαλέσει η 1,5 km πεζοπορία που καλείται να περπατήσει ο κάθε επισκέπτης. Ένας καταρράκτης που εδώ και δύο χρόνια είναι προσβάσιμος εξαιτίας ενεργειών του Προέδρου Κοινοτικού Συμβουλίου της Κρήτου Τέρρα δίνοντας μας την ευκαιρία να τον αντικρίσουμε από κοντά.
- Η ιστορία του "Καταρράκτης Κρεμμιώτη" κρύβει κάτι το απίστευτο. Η ευθύνη της δημιουργίας του εναπόκειται σε έναν άνθρωπο ο οποίος σε συνδυασμό με την μαγεία της φύσης δημιούργησε ένα θαύμα. Ο κάτοικος λοιπόν του χωριού Κρήτου Τέρρα σκοπεύοντας να ποτίσει τα περβόλια του που βρίσκονταν στην εν λόγω περιοχή το 1930, σκάλισε τον βράχο με σκοπό να τρέξει νερό, έτσι άθελα του, δημιούργησε ένα επίγειο παράδεισο.
- Ο πανέμορφος καταρράκτης του Κρεμμιώτη στην Κρήτου Τέρρα, με το απαλό πράσινο χνούδι να καλύπτει τα βράχια του, ρέει όλο τον χρόνο, κινώντας έτσι μέσω της δύναμης που έχει το νερό του τέσσερις νερόμυλους.

Πεζοπορία στην Πισσουρόμουττη- ηλιοβασίλεμα

- Παραδοσιακά, ο καλύτερος τρόπος για να γνωρίσεις πραγματικά ένα μέρος είναι να τον διανύσεις περπατώντας. Παρά τη μικρή του έκταση, το νησί της Κύπρου ενσωματώνει με εντυπωσιακό τρόπο στο φυσικό και ποικιλόμορφο τοπίο του παρελθόν 10.000 χρόνων.

- Με ευνοϊκό κλίμα ολόχρονα, η υπέροχη ύπαιθρος του νησιού είναι εύκολα προσβάσιμη και προσφέρει, χάρη στα πολυάριθμα και με σήμανση μονοπάτια της φύσης, πληθώρα ευκαιριών για πραγματοποίηση ενός ταξιδιού στη φύση, στην ιστορία και τον πολιτισμό. Συνολικά υπάρχουν 52 σηματοδοτημένα μονοπάτια της φύσης που προβάλλουν τα όμορφα τοπία και τον έντονο μεσογειακό χαρακτήρα του νησιού. Περιπατώντας τα θα ανακαλύψετε ένα θησαυρό ποικίλης χλωρίδας και πανίδας, απομεινάρια που μαρτυρούν την ιστορία των μεταλλείων του νησιού, καθώς και άλλα ενδιαφέροντα μνημεία.
- Πισσουρόμουττη (Κυκλικό) - Επαρχία Πάφου, Δάσος του Ακάμα Μονοπάτι της Φύση
 - Μήκος: 3 χλμ.
 - Χρόνος: 2 ώρες
 - Βαθμός δυσκολίας: 2 (ανοδική και καθοδική κλίση γύρω από τον λόφο).
- **Σημεία Ενδιαφέροντος:** Υπάρχουν πολλά σημεία με εξαιρετική θέα κατά μήκος της διαδρομής, αλλά η πιο εντυπωσιακή θέα είναι από την κορυφή του λόφου. Εδώ, μπορείτε να απολαύσετε απρόσκοπτα τη φύση γύρω σας (προς την νότια ακτή: Τζιόνι, Γερόνησος, Λάρα, Άγιος Γεώργιος Πέγειας και προς τη βόρεια ακτή: Κόλπος Χρυσοχούς). Μέρος της διαδρομής περνά μέσα απ' ένα πευκοδάσος που προσφέρει σκιά τις ζεστές μέρες του καλοκαιριού, καθιστώντας το περπάτημα ιδιαίτερα μοναδικό και ευχάριστο. Ο Εκδρομικός Χώρος Σμιγιές έχει πόσιμο νερό από μια πηγή που αναβλύζει απ' ευθείας στην περιοχή.

TIPS

Βαθμός Δυσκολίας: Τα μονοπάτια της φύσης χωρίζονται σε τρεις κατηγορίες βαθμού δυσκολίας:

- - Κατηγορία 1: Εύκολο μονοπάτι, με ομαλή κλίση. Κατάλληλο για όλες τις ηλικίες και φυσική κατάσταση.
- - Κατηγορία 2: Μέτριος βαθμός δυσκολίας, κατάλληλο για ενήλικες με μέτρια-καλή φυσική κατάσταση. Ξαφνικές μεταβολές στην κλίση (ανηφόρα ή / και κατηφόρα), και / ή πορεία σε στενό και ανώμαλο έδαφος.

- - Κατηγορία 3: Υψηλός βαθμός δυσκολίας. Διαδρομή με δύσκολο έδαφος, όπως ξαφνικές αλλαγές στην κλίση (ανηφόρα ή / και κατηφόρα), πορεία σε ιδιαίτερα ανώμαλο και / ή ολισθηρό, και / ή στενό και / ή απότομο έδαφος. Κατάλληλο για ενήλικες με καλή-εξαιρετική φυσική κατάσταση. Ακατάλληλο για μικρά παιδιά.

Δείπνο στην Ταβέρνα Σμιγιές στο νέο Χωριό

Μέρα 2

10:30 αναχώρηση από το Λιμανάκι του Λατσιού για κολύμπι στο Blue Lagoon Ακάμα

- Με το Alkion II ταξιδεύει κατά μήκος της ακτογραμμής του Ακάμα. Περνάει από τα Λουτρά της Αφροδίτης, την εκκλησία του Αγίου Γεωργίου στο βουνό, το νησάκι του Αγίου Γεωργίου, το κόλπο Πλατζί, της θαλάσσιες σπηλιές του Μανώλη, από τη διάσημη παραλία Φοντάνα Αμορόζα και σταματάει μία ώρα για κολύμπι στο Blue Lagoon Akama. Κατά τη διάρκεια της στάσης το πλήρωμα, παρέχει δωρεάν εποχιακά φρούτα, κρασί και χυμό.
- Υπάρχουν σωσίβια για όλους τους επιβάτες, τουαλέτες και αποδυτήρια.

TIPS

- Επιβάλλετε να δείτε το κάτω διάζωμα του πλοίου που διαθέτει γυάλινο πάτο, το μεγαλύτερο στη περιοχή Πάφου.

Κυπριακά σνακ από τον παραδοσιακό φούρνο της Πόλης Χρυσοχού - Φούρνος Αρτοποιητής.

- Ετοιμάζει παραδοσιακά κυπριακά εδέσματα με μία διαφορετική πινελιά.

TIPS

- Μην ξεχάσετε να το συνδυάσετε με ένα θεϊκό καφέ illy ή με smoothies από φρέσκα φρούτα.

Απογευματινή βόλτα με quad bikes ή buggies στον Ακάμα με τον Λάμπρο και Μαρίνο Τσαγκαρά <http://www.latchiquads.com>

- Αναλόγως των απαιτήσεων σας υπάρχει πληθώρα επιλογών. Από το να ενοικιάσεις το buggy μόνος σου μία μέρα και να εξερευνήσεις τον Ακάμα ή να κλείσεις safari με τους έμπειρους οδηγούς του.

TIPS

- Αν θέλετε να δείτε όλα τα hot spots κλείστε το safari αξίζει τον κόπο.
- Μην ξεχάσετε τι μαγιό σας αφού θα έχετε την επιλογή να κολυμπήσετε στη παραλία Λάρα, που γεννάνε οι χελώνες.
- Ντυθείτε αναλόγως για το σπορτ και μην ξεχάσετε το νεράκι σας.

Βραδινό στο εστιατόριο Περιγιάλι στο Λατοί.

Μέρα 3

9.30 Λουτρά της Αφροδίτης

- Το «Λουτρά της Αφροδίτης» είναι μια περιοχή στον Ακάμα μεταξύ της Πόλης και του ακρωτηρίου Αρναούτη. Το σημείο συμπεριλαμβάνεται στην πολιτιστική διαδρομή «Αφροδίτη».
- Είναι ένας ιδιαίτερος χώρος, μια μαγευτική πηγή, που βρίσκεται στην ανατολική πλαγιά του Ακάμα, κοντά στη θάλασσα εκεί ακριβώς που τελειώνει η στενή πεδιάδα της Χρυσοχούς κι αρχίζουν οι απότομοι βράχοι της χερσονήσου του Ακάμα. Συνδυάζει το μύθο με τη φυσική ομορφιά του τοπίου και προσφέρει γαλήνη και ηρεμία στη ψυχή του επισκέπτη.
- Τα «Λουτρά της Αφροδίτης», πήραν το όνομά τους από μια μικρή σπηλιά πίσω από μια παλιά συκιά, στα νερά της οποίας, σύμφωνα με το θρύλο, η θεά του Έρωτα, η

Αφροδίτη συνήθισε να λούζεται. Ο Κλαυδιανός, ένας ποιητής της αρχαιότητας, χαρακτηρίζει το τοπίο ως το «βασίλειο της Αφροδίτης».

- Σύμφωνα με τη μυθολογία, εκεί ήταν και το σημείο που συναντούσε τον Άδωνη, τον αγαπημένο της, τον οποίο συνάντησε στην περιοχή αυτή, όταν αυτός σταμάτησε για να πει νερό ενώ κυνηγούσε. Ο Άδωνης την ερωτεύτηκε μόλις ήπια το νερό από το σπήλαιο.
- Για να φτάσει κανείς στα λουτρά της Αφροδίτης, στον κατακόρυφο εκείνο βράχο από τις σχισμές του οποίου ρέει δροσερό και καθαρό νερό, ακολουθεί ένα πλακόστρωτο μονοπάτι. Ο βράχος καλύπτει τη λίμνη σχηματίζοντας μια σπηλιά καλυμμένη με πυκνή βλάστηση. Αυτό έχει ως αποτέλεσμα η πηγή και η λίμνη να είναι πάντα σκιερές και να χαρίζουν δροσιά στους θαμώνες.

TIPS

- Όποιος ενδιαφέρετε μπορεί να κολυπήσει στα λουτρά.

Κολύμπι στη παραλία του Γιαννάκη στο Λατσί και μεσημεριανό στον ίδιο χώρο.

- Μια τεράστια παραλία, οργανωμένη, με βοτσαλακι και ζεστά νερά.
- Η παραλία του Γιαννάκη, μπροστά από το αντίστοιχο εστιατόριο είναι ένα φανταστικό σημείο.
- Απολαύστε τη θάλασσα μετά από επίσκεψη στα Λουτρά της Αφροδίτης.
- Μία από τις καλύτερες παραλίες της Πάφου
- Το σετ στη παραλία στοιχίζει €7,50.

TIPS

- Διαθέτει όλα τα comfort οργανωμένης παραλίας.

Διαμονή στα ξενοδοχείο Ταύρος στο Νέο Χωριό Πάφου

- Το Tavros Hotel βρίσκεται στο Νέο Χωριό και διαθέτει εξωτερική πισίνα που περιβάλλεται από μια ηλιόλουστη βεράντα με φοίνικες. Προσφέρει καταλύματα με δυνατότητα προετοιμασίας γευμάτων, μπαρ δίπλα στην πισίνα και σνακ μπαρ. Σε όλους τους χώρους παρέχεται δωρεάν Wi-Fi.
- Όλα τα κλιματιζόμενα στούντιο και διαμερίσματα έχουν μπαλκόνι ή βεράντα με θέα στον κήπο, στην πισίνα ή στη Μεσόγειο Θάλασσα. Κάθε μονάδα περιλαμβάνει καλά εξοπλισμένη μικρή κουζίνα με εστίες μαγειρέματος, ψυγείο και καφετιέρα. Στο καθιστικό υπάρχει τηλεόραση επίπεδης οθόνης.
- Το Tavros Hotel Apartments απέχει 5 λεπτά με τα πόδια από τις τοπικές ταβέρνες και από ένα μίνι μάρκετ. Η παραλία Λατσί βρίσκεται σε απόσταση 2χλμ., ενώ η παραλία των Λουτρών της Αφροδίτης είναι 3χλμ. μακριά. Το Διεθνές Αεροδρόμιο της Πάφου είναι προσβάσιμο σε 70 λεπτά με το αυτοκίνητο.

TIPS

- Οικογενειακή επιχείρηση με υπέροχους και ευγενικούς ανθρώπους

[Appendix 8: Cultural experiences in Cyprus 3 by Petroula Daniel](#)

Μονοήμερη εξόρμηση στον Καλοπαναγιώτη (8ώρες από Λάρνακα)

D.K. Michael quad bikes

- Πρωινό ή απογευματινό 3ωρό σαφάρι στα βουνά του Τροόδους με τον κ. Δημήτρη.
- Η διαδρομή ξεκινά από τον Καλοπαναγιώτη και ολοκληρώνεται στο χωριό με πέρασμα από πανέμορφες τοποθεσίες.
- Το καλοκαίρι υπάρχουν δύο εξορμήσεις μία το πρωί και μία το απόγευμα και το χειμώνα μία.
- Η καλύτερη περίοδος να το κάνεις, είναι την άνοιξη και το φθινόπωρο που μυρίζουν οι θάμνοι.

- Όποιος έχει άδεια αυτοκινήτου μπορεί εύκολα να οδηγήσει τη τετρατροχη, αυτόματη γουρουνίτσα.
- Οι γουρουνίτσες είναι μόνο για ομαδικές εξορμήσεις σαφάρι και όχι για ημερήσια ατομική ενοικίαση.

TIPS

- Μην ξεχάσετε να το κλείσετε το ραντεβού σας πριν πάτε στον Καλοπαναγιώτη.
- Πρέπει να δοκιμάσετε τον καφέ του κ. Δημήτρη αφού κυκλοφοράει με τα σύνεργα του.
- Υπάρχουν διαθέσιμες 5ωρές και 7ωρές εξορμήσεις.

Μεσημεριανό – Στο Παλιό Σινεμά

- Η κυρία Γεωργία, η ιδιοκτήτρια, ανοίγει το "σπίτι" της και μας υποδέχεται σερβίροντας γευστικά και νόστιμα πιάτα της κυπριακής κουζίνας που η ίδια επιμελείται με μεράκι.
- Τι να δοκιμάσεις; Κράτα σημειώσεις: πρέπει απαραίτητα να δοκιμάσεις τα χειροποίητα αλλαντικά, όπως λουκάνικα, παστοურμά, λούντζα, αλλά και το κρασάτο μπέικον και την τσαμαρέλα. Εξαιρετική επιλογή είναι και τα κεφτεδάκια, οι σεφταλιές, ενώ σε καμία περίπτωση δεν πρέπει να φύγεις πριν γευτείς τα θρυλικά μακαρόνια του φούρνου ή το -για πολλές ώρες ψημένο στο φούρνο- αρνίσιο μπούτι, που λιώνει με την άκρη του πιρουνιού.

Ιερά Μονή Αγίου Ιωάννη του Λαμπαδηστή

- Η μονή του Αγίου Ιωάννη του Λαμπαδηστή βρίσκεται σε κεντρική περιοχή της οροσειράς του Τροόδους, μέσα στην κοιλάδα της Μαραθάσας. Είναι κτισμένη στην ανατολική όχθη του ποταμού Σέτραχο, απέναντι από το χωριό Καλοπαναγιώτης. Από το 1985 περιλαμβάνεται, μαζί με εννέα άλλες τοιχογραφημένες βυζαντινές εκκλησίες του Τροόδους, στον κατάλογο των Μνημείων Παγκόσμιας Πολιτιστικής Κληρονομιάς της UNESCO.

- Δεν είναι γνωστό πότε ακριβώς ιδρύθηκε η μονή. Το καθολικό, που είναι αφιερωμένο στον Άγιο Ηρακλείδιο, ανάγεται στον 11ο αιώνα. Σε μία επιγραφή του 15ου αιώνα που συνοδεύει πορτραίτα δωρητών στο νάρθηκα, η εκκλησία αναφέρεται ως καθολική, δηλαδή ως η κύρια ενοριακή εκκλησία της κοινότητας. Γνωρίζουμε ότι το μοναστήρι συνέχισε να υφίσταται μέχρι τις αρχές του 19ου αιώνα. Από τότε λειτουργεί μόνο σαν ναός. Στα μέσα του 19ου αιώνα, ένα δωμάτιο των μοναστηριακών κτηρίων χρησιμοποιήθηκε ως αίθουσα διδασκαλίας για τα παιδιά του Καλοπαναγιώτη και των γύρω χωριών.
- Κατά το δεύτερο μισό του 15ου αιώνα προστέθηκε στα βόρεια του παρεκκλησιού του Αγίου Ιωάννη, ένα καμαροσκέπαστο παρεκκλήσιο, γνωστό ως το «λατινικό» παρεκκλήσιο, λόγω της υπόθεσης ότι κτίστηκε για τις λατρευτικές ανάγκες των Λατίνων. Σε άγνωστη χρονική στιγμή, μεταξύ του 15ου και των αρχών του 18ου αιώνα, ολόκληρο το συγκρότημα καλύφθηκε από μια τεράστια ξύλινη στέγη με επίπεδα αγκιστρωτά κεραμίδια. Έτσι, ο τρισυπόστατος αυτός ναός απέκτησε εξωτερικά την όψη ενός μεγάλου ξυλόστεγου κτηρίου.
- Ο ζωγραφικός διάκοσμος της μονής του Αγίου Ιωάννου του Λαμπαδιστή ακολουθεί τις διάφορες αρχιτεκτονικές αυτές φάσεις. Η αψίδα του Ιερού Βήματος του καθολικού του Αγίου Ηρακλείδιου, όπως και μερικά άλλα σημεία σώζουν σπαράγματα τοιχογραφιών του 11ου και 12ου αιώνα.. Ο υπόλοιπος ναός είναι διακοσμημένος με τοιχογραφίες που χρονολογούνται στο 13ο και 14ο αιώνα.
- Οι τοιχογραφίες του «λατινικού» παρεκκλησιού που χρονολογούνται γύρω στα 1500, εντάσσονται στην «ιταλοβυζαντινή» τεχνοτροπία, η οποία συνδυάζει βυζαντινά στοιχεία με αντίστοιχα της ιταλικής τέχνης της Αναγέννησης. Πρόκειται στην ουσία για το πληρέστερο τοιχογραφικό σύνολο αυτής της τεχνοτροπίας που σώζεται στην Κύπρο. Το «λατινικό» παρεκκλήσιο, αν πράγματι είναι τέτοιο, υποδεικνύει τη συνύπαρξη των δύο δογμάτων κάτω από την ίδια στέγη, γεγονός που αντικατοπτρίζει την κατάσταση ανεκτικότητας που επικρατούσε στο νησί μετά και την ενωτική σύνοδο της Φερράρας-Φλωρεντίας του 1439.
- Αξιοσημείωτο είναι το ξύλινο τέμπλο του ναού του Αγίου Ηρακλείδιου, το οποίο φέρει γραπτή διακόσμηση που μιμείται οικόσημα, και χρονολογείται στο 13ο-14ο

αιώνα. Πρόκειται για το αρχαιότερο σωζόμενο ξύλινο τέμπλο της Κύπρου. Αξίζει ακόμη να αναφερθεί ότι στο παρεκκλήσιο του Αγίου Ιωάννη του Λαμπαδιστή, σώζεται η κάρα του Αγίου, μέσα σε αργυρεπίχρυση λειψανοθήκη τοποθετημένη σε ειδική κόγχη.

- Εκτός από το συγκρότημα των εκκλησιών, σώζονται και άλλα μοναστικά κτίρια που περιλαμβάνουν κελιά, βοηθητικούς χώρους και ένα ελαιοτριβείο. Ένα από τα δωμάτια αυτά μετατράπηκε σε εικονοφυλάκιο και χρησιμοποιείται για τη φύλαξη κειμηλίων από ναούς ολόκληρης της κοινότητας του Καλοπαναγιώτη.

TIPS

Ώρες λειτουργίας

Χειμερινό ωράριο

Δευτέρα- Σάββατο: 09.00 - 13.00 και 14.00 - 16.00

Κυριακή: 10.00 - 16.00

Καλοκαιρινό ωράριο

Δευτέρα- Σάββατο: 09.00 - 13.00 και 14.00 - 18.00

Κυριακή: 10.00 - 18.00

Ενετική γέφυρα και νερόμυλος

- Ενδιαφέροντα αξιοθέατα στο χωριό, είναι ακόμα η Ενετική γέφυρα και ο νερόμυλος του Κύκκου. Η γέφυρα του 16ου αιώνα είναι κατασκευασμένη από παραδοσιακή πέτρα και μέχρι πρόσφατα εξυπηρετούσε ως η μόνη οδός πρόσβασης από το χωριό στο μοναστήρι.
- Το Κυπριακό Τμήμα Αρχαιοτήτων έχει ανακηρύξει τον νερόμυλο ως «μνημείο πολιτιστικής κληρονομιάς» και αποτελεί ένα επιβλητικό κτίσμα με χαρακτηριστική αρχιτεκτονική της προ-βιομηχανικής περιόδου.

Ιαματικές Πηγές

- Οι ιαματικές πηγές του Καλοπαναγιώτη βρίσκονται κοντά στις όχθες του Σέτραχου ποταμού δίπλα στο ενετικό γεφύρι.
- Οι θεραπευτικές ιδιότητες των θειούχων νερών του Καλοπαναγιώτη ήταν γνωστές από τα πανάρχαια χρόνια.
- Το νερό των πηγών χρησιμοποιείται και σήμερα για ιαματικά λουτρά.

Appendix 9: Facebook Reviews

Ecophysis: <https://www.facebook.com/ecophysis.cyprus/> 4.9 out of 5

- A lovely afternoon, learning all about bees and honey in a relaxed, friendly atmosphere. Highly recommended. Thank you.
- It's a pleasant and educational experience for all ages. Try it!
- Really enjoyable tour, very interesting suitable for all ages . Well worth the visit really friendly and knowledgeable staff
- At day Beekeeping and candle making. Many thanks to Georgia and Kosta. The blossom honey tastes amazing. 10/10 🐝🐝🐝
- A fantastic few hours spent learning all about bees, dressing up in the bee suits and inspecting the hives, and making beeswax candles. This is a great experience if you are looking for something different here in Cyprus. The owners are lovely and friendly, and the anari cheese with honey was delicious!
- It was nice to be a bee farmer for a day. A unique and educational experience.

Riverland Bio Farm: <https://www.facebook.com/riverlandbiofarm> 4.9 out of 5

- Absolutely recommended!!! Many activities for the family and the kids enjoyed the farm
- What an amazing little oasis for kids to enjoy contact with rabbits, goats, sheep, ponies, horses, donkeys, cows and baby pigs etc... Great activities like kayaking, archery, pony

rides and climbing! Nice fresh organic food! We visited all the way from Paphos and it was well worth it!!! HIGHLY RECOMMENDED???

- if you haven't been to Riverland biofarm you simply have to go! What an amazing place. We spent 5 days here, camping. Vasilis is the most perfect host and made us feel so welcome. The cafe offers lovely fresh food and coffees, the 2 ladies in the cafe/shop were so lovely.
- We loved the whole experience, archery, halloumi making demonstration, kayaking, the petting farm, horseriding. We will be back in the near future.
- great for kids! amazing place
- Everything was amazing, great view and bioproducts!!
- Warm hospitality by everyone, Iakovos-Jacob, There are many activities for children and adults. Will be back soon for Kayak!!

Golden Donkeys FARM: <https://www.facebook.com/goldendonkeys> 4.9 out of 5

- Nice place to spend time with family but it was very dirty...
- Baby donkeys were stunning. Friendly place, a bit steep for powerchair but we managed. Disappointed we could not get any food though.
- The farm is in an idyllic place, it offers a good chance to children to get to know the animals apart from the donkeys. You can also buy products including donkey milk such as face and body creams as well as food products. There are also exhibition places of tradition customs of Cyprus. What's more there is a restaurant with a variety of Cyprus foods 😊
- Love the place! We were here in October 2017. The place has a picturesque landscape among mountains, interesting museum and a small shop. The farm itself is big enough and we really enjoyed the time we spent there. We met a very friendly ginger cat 🐱. Please say "hello" to the cat from Jane and Andrey, if you lucky to meet him 😊.

- We had an amazing experience and learnt so much. Fantastic staff and very hospitable 😊

Kambos Forest Heritage Museum: 4.9 out of 5

- A hidden gem in the forests of Cyprus. This place amazed us, as we did not know what to expect. Getting there requires effort, because of the location, but it is absolutely worth it. The museum is small, informative and clear, with interesting content about the forest's ecosystem, local and colonial history. What made our visit unique. is the dedicated Forest Guard who works there. He is passionate about the forests and shared tons of information with us, but most of all his love for the forest which is something special.
- What a lovely little museum in the middle of the Forest 🌲 all about the heritage of Kampos and the workers in the forestry working years ago 🌲 thanks for all the information you've given us today, we've really enjoyed the visit

Kato Drys Bee & Embroidery Museum

<https://www.facebook.com/KatoDrysBeeEmbroideryMuseum> 5 out of 5

- ry nice museum with an interesting background of family history woven into the tour. We heard interesting facts not only about the production of honey but also about the region. The hosts are warm and welcoming. A must see for all who love all that is handmade.
- Beautiful village, knowledgeable and welcoming hosts, and beautiful natural products sold in eco-friendly packaging! What's not to like? Highly recommend 😍
- Fantastic place!! So informative and Theodora and Elli are amazing hosts!! Theodora even managed to keep my 2 children occupied throughout, well most of time, which is no mean feat with my Youngest 🤪 I have since quizzed them on what they learnt, and they answered every question correctly. A brilliant tour learning about bees, Cyprus traditions, and history in general. I cannot recommend this place and the lovely family that run it enough!! Make sure you visit 😊xx

Oenou Yi-Ktima Vassiliades: <https://www.facebook.com/oenouyi.ktimavassiliades> 4.9 out of 5

- Great place to visit. Lovely views, amazing food, lovely wine tasting, Knowledgeable staff, Great food
- Knowledgeable wine host, superb wine and delicious food
- great visit very helpfull and polite staff enjoyed the wine tasting we visit again !!!!
- Fantastic wines, food and hospitality
- We've just had a tasting session and tour of the winery. Their knowledge was first class and the wines are to gorgeous. We'll certainly return here. Large wine list, Knowledgeable staff

Appendix 10: Interview Dates

Participants	Dates of the interviews and personal visits
Top Kinisis- Mrs. Elena Tanou	23 rd July and 14 th September
Nicosia Tourism Board- Mrs. Matina Zisiadou	11 th of August
Cyprus Agritourism Company	19 th of August
Vrissiana Beach Hotel- Owner	31 st of August
Bohemian Gardens	31 st of August
Adventure Park Kyperounta- Owner	31 st of August
Tour Operator	7 th of September
Oreini Larnacas President Mrs. Anna Kosma	18 th of September
Cypriot Gastronomy Awards- Marilena Ioannides	19 th of September
Deputy Ministry of Tourism- Mrs. Maria Sokratous	24 th and 26 th of September
Ecophysys- Owner	24 th of September
Kings Evelthon Hotel- Director	24 th of September
Casale Panayiotis- Manager	29 th of September
Riverland Biofarm	5 th of September
Golden Donkeys Farm	13 th of September
Teisia of Madaris	19 th of September
Caledonia Path	27 th of September

Appendix 11: Pictures from our experiences



