

Saimaa University of Applied Sciences
Tourism and Hospitality, Imatra
Degree Programme in Tourism
Bachelor of Hospitality Management

Arina Kolomiets

SEASONALITY IN TOURISM EMPLOYMENT
CASE: GRECOTEL KOS IMPERIAL, KOS,
GREECE

Bachelor thesis 2010

ABSTRACT

Arina Kolomiets

Seasonality in Hotel Employment. Case: Grecotel Kos Imperial Thalasso. 51 pages, 9 appendices

Saimaa University of Applied Sciences, Imatra

Tourism and Hospitality

Bachelor's Thesis 2010

Instructor: Senior lecturer Heli Korpinen

Seasonality is recognized as one of the most distinctive and determinant features of international tourism, affecting all aspects of supply-side behavior in tourism including the labor market. Hospitality industry is considered to be unprestigious and temporary employment. Nevertheless, the image of career in the industry may change due to emerging tourism business and new markets. While seasonality and its challenges are inalienable parts of international tourism, tourism employment with appropriate human resource management, can turn into a and beneficial career.

The objective of this thesis is to understand the seasonality effect on labor, hiring and staffing, techniques and procedures to handle seasonal challenges in HRM, as well as find solutions to make seasonal employment in tourism and hospitality more sustainable.

The special interest of this work is concentrated on staffing techniques of the company experiencing seasonality. The differentiation in staffing appears to be one of the major tools for a company coping with variations in seasonal demand. On the other hand, the company may use additional techniques to retain the personnel together with their knowledge and skills.

This study examines problems and key features of seasonal employment in tourism industry, particularly in resort destinations. The methodology of this work includes qualitative case study including semi-structured interviewing, participant observation and desk study engaged into triangulation technique.

Key words: seasonality, tourism employment, hotel industry, HRM, staffing, Greece

CONTENTS

1 INTRODUCTION	4
2 SEASONALITY IN TOURISM	5
2.1 Causes and forms of seasonality	6
2.2 Seasonality in Tourism Employment	10
2.3 Seasonality in Greek tourism	14
3 INTRODUCTION OF THE PARTNER	17
3.1 GRECOTEL KOS IMPERIAL THALASSO	19
3.2 Grecotel Kos Imperial Thalasso seasonality and employment	21
4 METHODOLOGY	25
4.1 Triangulation approach in qualitative case study	26
4.2 Using triangulation in qualitative case study to explore challenges of seasonal tourism employment	27
5 RESULTS	29
6 SUGGESTIONS ON IMPROVING SEASONAL EMPLOYMENT	33
7 CONCLUSION	36
REFERENCES	38

APPENDICES

Appendix 1 Grecotel KI Brochure

Appendices 2-7 Hotel's Occupancy/Forecast May-October

Appendix 8 Grecotel KI staffing chart

Appendix 9 Semi-structured interviewing key questio

1 INTRODUCTION

Modern tourism industry can be called with certainty the fastest emerging and becoming extremely powerful on the international business arena. While due to the nature of the industry, there was always a plethora of new challenges related to both demand and supply-sides, environment, global crises; seasonality has been long recognized as an unalienable part of tourism. This phenomenon is mostly recognized as a problem to be tackled. Almost every tourist destination in the world experiences seasonality to some extent. Two major types of seasonality (natural and institutionalized) are seen in variations in tourism demand, therefore demand in labor force as well. Seasonality affects all aspects of supply-side behavior, finance, labor and stakeholder operations. Despite seasonality being a long accepted feature of tourism, there is a lack of academic research devoted to the topic.

Career in tourism is often seen as temporary employment due to the low pay, unfriendly working hours and emotional labor. Seasonality makes this work even more unstable. Therefore employees are exhausted in high season times and are forced to look for alternative sources of income during off-season. Resort destinations suffer from this issue to even greater degree due the fact that tourism is the major employer. The research was done in the company, which copes with seasonality in Greek tourism for more than 20 years. The study helped understand the challenges of seasonal employment and suggest techniques to retain the employees, meaning knowledge and experience, therefore decrease in staff turnover, as well as offer more sustainable employment. As a result, the scope of this work is narrowed to managerial approaches to seasonal workforce.

This thesis has two objectives: to identify ways which are used to manage seasonal workforce and find solutions to make seasonal hiring in hospitality easier and more sustainable, using representative of Greek hotel industry as an example.

First of all, various sources are studied in order to understand the nature of tourism seasonality and its impacts. Secondly, qualitative case study is presented including desk study, semi-structured interviewing and participant observation. To validate the findings triangulation method is used.

The result that should be delivered in the end is the scheme of solutions for the companies experiencing seasonal variations in workforce demand. It means techniques to retain the workers and strive for sustainable employment, which is preferable in times of booming competitors and unfavorable economic environment.

Need to decrease staff turnover and bring tourism employment on a new prestigious and sustainable level, as well as need to understand seasonality affects on tourism workforce make this work relevant.

2 SEASONALITY IN TOURISM

Seasonality is one of the key issues for a number of concepts and sciences: geography, economy, geology, biology, sociology, psychology and many others. It represents cyclic or periodic variations in a pattern or activity in any of the above mentioned disciplines (Baum & Lundtrop, 2001, p. 1-4). Business and financial seasonality can be defined as seasonal variations in business, or economic activity that recur with regularity as the result of changes in climate, holidays and vacations (Dictionary of Finance and Investment Terms).

Tourism as an integral part of global business is highly dependent on seasonal changes in climatic conditions, economic activities as well as human behavior and the society in general. Thus seasonality has become one of the most distinctive and determinative features of global tourism industry. (Baum & Lundtrop, 2001)

The concept of tourism seasonality can be defined as temporal imbalance in the phenomenon of tourism, which can be expressed in the number of visitors, their expenditure, traffic on different forms of transportation, employment and admissions to attractions. Therefore it implies that the seasonality phenomena

of tourism affects all aspects of supply-demand activities including pricing, occupancy, human resource, supplies volume, offered activities and available attractions etc. (Butler 1994, p. 5).

2.1 Causes and forms of seasonality

Seasonality occurs due to multiple reasons which can be caused by natural and anthropogenic factors. Therefore seasonality takes forms of natural and institutionalized ones.

- Natural seasonality stands for natural variations of air and water temperature, level of rain or snowfall, amount of sunlight. Natural seasonality associates with annual seasons and especially affects remote and peripheral destinations with big temperature differences between the seasons. Thus seasonality increases with the distance from the equator. Destinations with warm and cold climate are exposed to seasonal changes, due to different activities offered for tourists depending on climate and season.

It shall not be forgotten that due to climate change natural seasonal patterns can shift and this will influence tourism in affected destinations.

- Institutionalized seasonality is caused by human actions taken on social, ethnical, organizational, religious and other basis. Unlike the natural seasonality, dates of institutionalized seasonality can be established more precise, as it often corresponds with school or public holidays, religious events or pilligrimage, celebration or conduction of various events and festivals, hunting etc. Fashion and social preferences can cause this form of seasonality as well in some societies, together with tradition and inertia. (Butler, 1994)

Several attempts to understand and classify the causes of seasonality in tourism are found in literature. Table 2.1 presents an overview of studies and articles devoted to tourism seasonality.

Natural and institutionalised factors are generally recognised as the two major causes for tourism seasonality. (Koenig & Bischoff, 2005)

Table 2.1 An overview of studies and articles devoted to tourism seasonality.

Author	Categories of causes of tourism seasonality
BarOn 1975	<ul style="list-style-type: none"> - natural seasonality - institutionalised seasonality - calendar effects - sociological and economic causes
Hartmann 1986	<ul style="list-style-type: none"> - natural seasonality - institutionalised seasonality
Butler 1994	<ul style="list-style-type: none"> - natural seasonality - institutionalised seasonality - social pressure and fashion - sporting seasons - inertia and tradition
Butler/Mao 1994	<ul style="list-style-type: none"> - physical and socio/cultural factors in the tourism generating and receiving areas
Frechtling 2001	<ul style="list-style-type: none"> - climate/weather - social customs/holidays - business customs - calendar effects

Study of BarOn (1975) “Seasonality in Tourism - A Guide to the Analysis of Seasonality and Trends for Policy Making”, which is often mentioned in tourism seasonality literature and considered to be one of the first academic research on seasonality (Baum & Lundtrop), emphasizes natural and institutionalized types of tourism seasonality, as well do the majority of authors. Social and economic factors are mentioned by BarOn (1975) and Butler and Mao (1994). Butler (1994) suggests that social pressure or fashion, the sporting season, and tradition/inertia are significant additional causes of seasonality in his article on issues and problems in seasonality in tourism, which was mentioned above when defining tourism seasonality. Calendar effects have been identified as

another important aspect by Frechtling (2001) in his study of forecasting tourism demand.

Therefore, it is obvious that causes of seasonality vary to a great extent, and are seen differently by different authors; as well it takes different forms as well as depending on the destination and its nature (Smith 1990).

As the above mentioned factors can combine in one destination, they form so-called push and pull-factors, building the picture of destination. (Lundtorp, Rassing & Wanhill, 1999, 49-68).

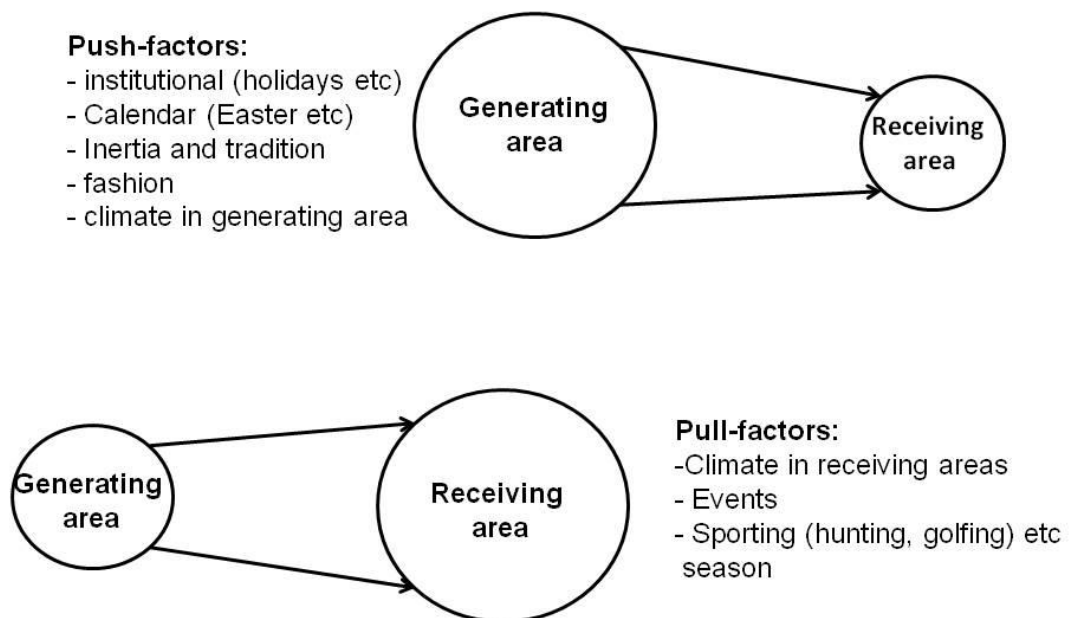


Figure 2.1 Push- and pull-factors causing tourism seasonality in destination (Lundtorp, Rassing & Wanhill 1999)

These factors interact when creating the seasonal character of destination. From the scheme it is understood that seasonality takes place in both – receiving and generating area and creating pull and push-factors, affecting tourist flows. Butler and Mao (1997) stress that climate in the receiving area is the foundation of “true tourism season”; as well as social and economic factors,

events and activities influence the number of visitors. In order to tackle seasonality, it is important to realize where seasonality is generated. Even though considerable efforts were made to change seasonal patterns, there was less effort to understand the fundamental causes of seasonality. (Hinch, Hickey & Jackson, 2001, 173-186).

Seasonality is a measurable feature of tourism as it has great economic importance and can be expressed in the number of visitors, their expenditure, admissions to attractions, supply volume etc – i.e. quantitative characteristics, although the basic unit to measure seasonality is the number of visitors.

Seasonal variations are examined, for instance by Wall and Yan (2003,191-205), using monthly ratios (number of visitors for each month in a year divided by the average monthly numbers of visitors for that year) along with their deviations and the 'Seasonal Index'. Wilton and Wirjanto (1998), for example, estimate the magnitude of the seasonal factors for 113 national tourism indicators over the period 1986 to 1997.

Research on impacts of seasonal pattern represent a considerable part of seasonality literature. Wall and Yan (2003) state the grow of seasonal impacts together with the whole industry. Due to the increasing number of tourism enterprises and the fact that they expanded in size, the ability to adapt to changes and fluctuations has been reduced. The effects of seasonality vary depending on the location and nature of destination and its attractions (Baum and Hagen, 1994).

In his review of seasonality in tourism Chung (2009; 86) stated that, not surprisingly, the majority of authors perceive seasonality negatively (Allcock, 1989; Edgell, 1990; Go, 1990; Laws, 1991; *et al.*). Three major problems of tourism seasonality can be classified as economic, environmental and seasonal employment (Koenig & Bischoff, 2005; Chung, 2009).

The economic impacts are related to low annual returns on capital (Cooper *et al.*, 2005). Cooper *et al.* (2005) together with Goeldner and Ritchie (2003) stress

the uniqueness of hospitality industry, as it produces intangible products – services, which cannot be stored and if are not sold at designated date, the profit will be zero.

Environmental or ecological impacts occur due to the concentration of visitors during the peak season. Grant *et al.* claims overcrowded rural lanes, wildlife disturbance, erosion and litter problems to be the results of the increasing number of tourists at high season times. Butler (1994) considers intensive visitation in fragile environments the main environmental problem of seasonality.

Another interesting problem of seasonal pattern of tourism is employment challenge. Chung (2009) emphasizes lack of job demand in off-peak season and decrease of employment rates. Therefore, employees are likely to leave the destination in order to find more stable employment. As the tourism demand fluctuates, labor market becomes unstable, which eventually leads to difficult maintaining of certain economic status of destination (Szivas *et al.*, 2003). Cooper *et al.* (2005) emphasizes the increase of training costs for labor force recruited on seasonal basis.

2.2 Seasonality in Tourism Employment

The seasonality phenomenon of tourism industry dramatically affects employment in the industry, causing widespread peak-season employment, underemployment and unemployment in off-season times. Marshall (1999) defines seasonal job as: “non-permanent paid job that will end at specified time or near future, once the seasonal peak has passed”. Seasonal jobs are common for a number of industries besides tourism, for instance, agriculture and construction. Interestingly, peak times in construction are often a case in off-peak times in tourism destinations, as in no-season need for construction and renovation of the premises increases.

For instance, Canada, being a remote tourism destination highly exposed to seasonality was an object of numerous studies on seasonal employment. As an example, study of 1998 of Canadian Tourism Human Resource Council (CTHRC) stated that out of 1.4 million workers engaged in tourism-related sectors only 42% are employed full time with 23% employed seasonally. The other 35% consist of part-time and casual employment (Jolliffe and Farnsworth, 2003).

Krakover (1999) describes tourism industry as an unattractive employer. Seasonal pattern makes it unstable employment. Therefore, there is a need for human resource managers to find, recruit, train and retain the talented workers. For instance, Tsvetan Tonchev, president of the Bulgarian Chamber of Tourism, states a 15% drop in seasonal tourism employment, yet “the sector actually strives to employ skilled staff, particularly "trained and qualified service personnel" (The Sofia Echo, web pages, 2010).

Business’s response to seasonality might vary according to the nature of seasonality in the destination, business specification, general strategy of the firm, and other internal and external factors. Jolliffe and Farnsworth (2003) discuss two possible strategies used by business exposed to seasonal pattern of tourism: “embracing” and “challenging”.



Figure 2.3. Possible HR and business strategies to manage seasonality in tourism

Jolliffe and Farnsworth (2003) explain these strategies as follows: “embracing” seasonality means that company accepts seasonal character of the business and designs its actions accordingly. The owners of such enterprises might supplement their income with some other activities during off-season, or not to express any wish to run a whole-year enterprise. Usually, “embracers” are locals who use the tourism as a source of additional source of income.

The “challengers” can be tour operators which are affected by seasonality in the destination of operation. They challenge seasonality by extending the season by lowering the rates on off-season times or designing off-season packages. Also local premises can challenge the seasonality by lowering the rates, offering additional services and activities, as well as subsidizing the employees.

Businesses, choosing either of strategies, should align their choice with human resource practices used in the company. For instance, Belcourt and McBey (2000) suggest practices for effective human resource by using *external and internal fits*. *External* fit means aligning HR strategy with general the course of business. In the case of embracing seasonality as a part of general strategy, the HR policy of the company would support business further than regular season. On the other hand, *internal* fit can be expressed in two types of alignment:

- Coordinating HR programs with other areas such as marketing
- Alignment between HR programs such retaining, development, appraisal, compensation practices.

Using “fit” concept in strategic human resource management of tourism enterprises will lead to acquiring desired behavior and service level shown by employees. However, SHRM in hospitality should take into consideration seasonal aspect; therefore SHRM will change for this particular industry (Jolliffe and Farnsworth, 2003).

Table 2.2 Human resource practices based on chosen approach to seasonality.
(Jolliffe 2003)

Embrace seasonality	HR practice	Challenge seasonality
Focus on temporary workers, retention in not important	Staffing	Focus on full-time core workers, supplemented with temporary workers. Retention valued
Brief orientation and task specific training	Training and development	Continual training (including cross training)
Informal appraisal; focus on ability to perform specific tasks	Performance appraisal	Formal and informal appraisal techniques; focus on broader based competencies and task specific abilities
Match or lead competitor's base pay: bonuses based on staying entire season	Compensation	Match competitor's base pays; benefits and merit to encourage retention; bonuses for staying beyond normal season.

As it can be seen from the table, “challenge” seasonality strategy stands for more complex set of actions and measures compared with “embrace” seasonality business.

2.3 Seasonality in Greek tourism

Tourism is the most vital industry in the Greek economy, particularly nowadays, when Greece is experiencing harsh economical crisis. With the total of 16,165 million international arrivals in 2007 (UNWTO 2010), tourism accounts for 181 million Euro of Greece's GDP (Chalkiti and Sigala 2009), with most tourists coming from Germany, the United Kingdom and other European States.

Chalkiti and Sigala (2009) emphasize the following aspects of Greek tourism industry:

- High competition with other Balkan destinations offering the same product at lower price e.g. Bulgaria, Croatia and Turkey.
- High seasonality: resorts operate from May until October with 50% of foreign tourists visiting Greece between July and September; and 70% of Greeks doing vacation between May and September.
- Great delay in adoption of new technologies in tourism, due to lack of ICT education and skills by company's owners and workers.
- Shortage of qualified, educated and specialized labor force, with most of the labor obtaining only high-school education (Ibid.).

The number of hospitality employees in Greece is estimated by Hellenic Statistical Authority (2007) as 300,000.

Greek tourism industry is mainly represented by SMEs, as can be seen from the table below.

Table 2.3 Distribution of employees according to the size of the enterprise
(Hellenic Statistical Authority 2007)

Number of employees	Number of enterprises	Persons employed
1	41 120	29 365
2-9	59 707	146 531
10-19	2 406	23 218
20-49	941	17 304
50-249	202	6 121
250+	26	4 302

According to findings of Chalkiti and Sigala, staff turnover is a very common phenomena in the Greek tourism industry. Moreover, they claim it to be unavoidable and continuous feature of tourism employment.

The findings of Chalkiti and Sigala are presented below:

Table 2.4 Frequency of staff turnover and employment of departing employees

	Insular regions		Peninsular regions		Total	
	N of respondents (24)	%	N of respondents (39)	%	N of respondents (63)	%
Frequency of staff turnover						
Rare	6	25%	16	41%	22	35%
Often	15	63%	21	54%	36	57%
All the time	3	12%	2	5%	5	8%
Total	24	100%	39	100%	63	100%
Employment destinations						
Same corporation	11	46%	17	44%	28	44%
Other tourism enterprise	19	79%	33	87%	53	84%
Other non tourism enterprise	16	67%	24	62%	40	64%
Total	24	100%	39	100%	63	100%

The table demonstrates frequency of staff turnover depending on the destination – insular or peninsular.

As it can be seen from the table, staff turnover in peninsular regions is lower. It can be explained in numerous ways:

- Peninsular regions do not experience seasonality to tourism in the same extent as insular
- High unemployment rates in Greek peninsular regions
- Non tourism sector is in the recession discouraging tourism staff turnover.

As the object of this study – Grecotel Kos Imperial Thalasso is located in insular destination, just as the majority of premises owned by the partner and operating under the Grecotel's name, this data is relevant for the study. The table shows higher staff turnover in insular destinations.

In the same research by Chalkiti and Sigala causes and consequences of staff turnover were analyzed with Likert scale as a scale of importance to be used for

ranking causes: 1 = very significant and 9 = not significant. Seasonality was ranked differently and therefore takes different levels of significance for workers from peninsular and insular regions. With score of 2.16, seasonality has high level of significance for employees in insular regions, compared with 4.30 in peninsular regions. These scores validate the data of the above mentioned study showing different perception of seasonality in different regions (Ibid).

The seasonal nature of tourism demand makes tourism unattractive to many potential employees, nevertheless with recession in other economic sectors in Greece, even seasonal employment is considered favorable.

3 INTRODUCTION OF THE PARTNER

The partner for this study is Grecotel S.A., represented by Grecotel Kos Imperial Thalasso 5*. The company was founded in 1981; and since 1983 is owned jointly by Daskalantonakis family and TUI Hotels and Resorts (Grecotel S.A.; TUI). It should be mentioned that not all the premises are managed jointly).

Grecotel is the largest national Greek chain consisting of 19 hotels with the total bed capacity of approximately 10 000 beds. Resorts are operating from May until October, the exact opening days depend on the booking situation in the particular hotel, thus the company operation is highly seasonal, depending on favorable weather conditions of the destinations, as well as institutionalized summer holiday season. The resorts are located throughout the country and allotted as follows in the table:

Table 3.1 Grecotel's resort classification and allocation (Grecotel 2010)

Destination	Name of the premise	Classification
Athens	Cape Sounio	Exclusive resort
Mykonos	Mykonos Blu	Exclusive resort
Corfu	Corfu Imperial	Exclusive resort
	Eva Palace	5* resort
	Daphnila Bay	All-inclusive resort
Rhodes	Rhodes Royal	All-inclusive resort
Kos	Kos Imperial Thalasso	Exclusive resort
	Royal Park	All-inclusive resort
Peloponnese	Lakopetra Beach	All-inclusive resort
	Mandola Rosa	Exclusive resort
	Olympia Riviera	5* resort
	Olympia Oasis	All-inclusive resort
Crete	Amirandes	Exclusive resort
	Creta Palace	5* resort
	El Greco	4* resort
	Club Marine Palace	All-inclusive resort
	Plaza Spa Apartments	4* resort
	Kalliston	5* resort
Chalkidiki	Pella Beach	4* resort

As it can be seen, the company can boast with wide geography on a national level, as the resorts are located in major tourist destinations, and cover customer segment from lower middle class (all-inclusive resorts) to higher class (exclusive resorts). At the same time, Grecotel is executing Privilege Club bonus program, and currently about 255,000 members are enrolled. (Grecotel Privilege Club web pages)

About 4000 people are employed in Grecotel, making the company the most significant hospitality employer in the country, therefore executing research on this firm shows the best practice and trends in managing seasonality in tourism employment in Greek hotel industry.

Working in Grecotel S.A. is considered prestigious, due to social benefits and career opportunities. The company offers study possibilities during no-season, such as language and work programs in Austria and Germany for Front Office and F&B employees. Social benefits include insurance, private blood bank, accommodation and food provided. As for financial benefits, the salary in Grecotel is quite average for hospitality industry worker in that region (e.g. receptionist's monthly wage is approximately 1200 Euro), the payments are very stable and are on time, unlike in other tourism premises in Aegean and Greece generally.

Nowadays, Grecotel S.A. is the leading national hotel chain in Greece in number of hotels, as well as in number of internationally recognized awards in fields of quality, service and environment; it is also the first Mediterranean hotel company to have professional Culture and Environment Department. (Grecotel Environment: Awards & Recognition, web pages)

3.1 GRECOTEL KOS IMPERIAL THALASSO

The place of executing the research was Grecotel Kos Imperial Thalasso, a five-star resort located on the island of Kos, the Aegean. The hotel was built in 2002 and since then considered to offer the most exquisite and superb accommodation and catering services on the island, which was experienced by numerous experienced travelers, such as former president of the United States of America Bill Clinton and Princess of Morocco, Her Highness Salma Lalla.

Facilities and services of the hotel include:

- 384 rooms including bungalows, villas, suites and Royal Pavilion
- 6 pools

- Private beach
 - Water sports station
 - SPA
 - Wi-Fi connection & internet corner
 - Grecoland – children club
 - Main restaurant “Lagoons” serving buffet breakfast and dinner included in half board
 - A la Carte “Pavilions”
 - A la Carte “Pirates”
 - Self service tavern
 - Lobby, Pool and Beach bars
 - Room service
 - Hairdresser
 - Boutique shop
 - Jewelry shop
 - ATM
 - Conference facilities
- (Grecotel Kos Imperial Thalasso web pages)

The hotel’s brochure is enclosed in Appendix 1.

Although, Grecotel S.A. is owned jointly with TUI, Grecotel Kos Imperial is managed only by Daskalantonakis family. The major managerial decisions come from head quarters in Athens concerning hotel operation and in Crete concerning staffing in higher positions. The hotel organization looks as follows:

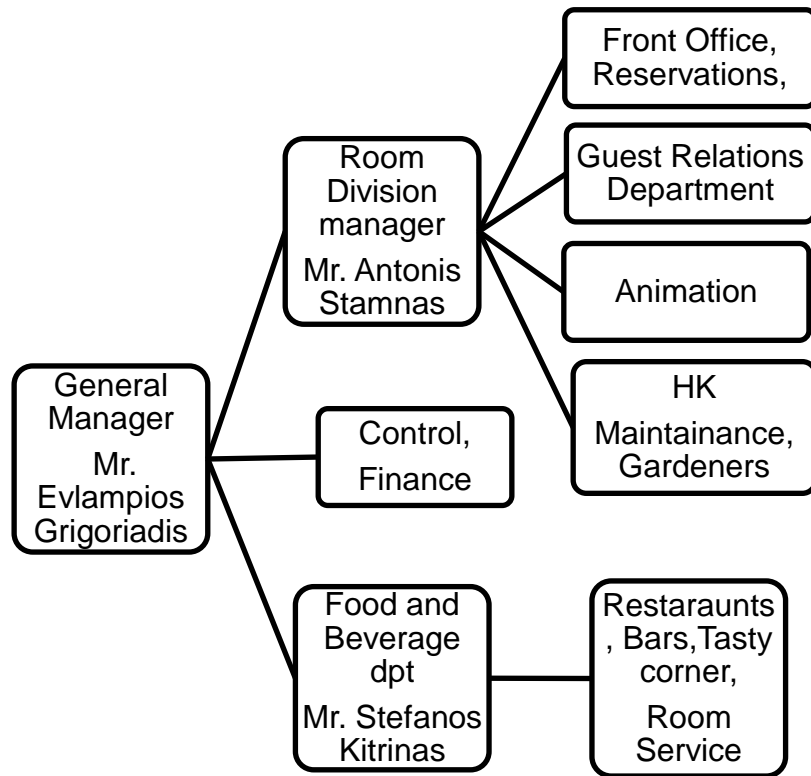


Figure 3.1 Grecotel KI organization

3.2 Grecotel Kos Imperial Thalasso seasonality and employment

Hospitality employment is the main source of work places on the island; combined with the fact mentioned above, the insular destinations in Greece are more likely to experience seasonal unemployment and staff turnover (Chapter 4). After examining hotel occupancy rates both actual and forecasted, it was possible to build a graph to illustrate business's exposure to seasonality. (See Appendices 2-7)

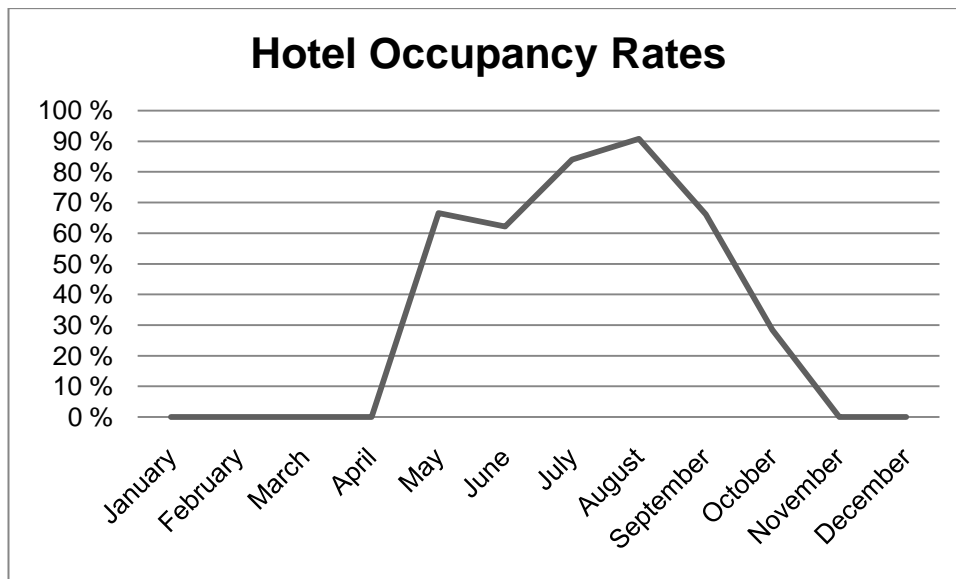


Figure 3.2 Grecotel Kos Imperial Occupancy rates

As it can be seen, the hotel is open from May until end of October, yet again due to the seasonal pattern of a destination. In the year 2010 it stayed open from 3rd of May until 23rd of October. Unexpected high occupancy in May is explained by a tour operator event held on the island of Kos. The average occupancy for operating season of 6 months is estimated 66% compared with 33% annually.

To provide service according to quality standards of the premises, staffing is done according to the number of guests, hence – occupancy. (Ragazzini, G., interview, 2010). Since seasonality in tourism is often expressed in demand deviations, using staffing strategies is a method used to embrace seasonal variations and assign work tasks. Kos Imperial staffing charts (see Appendix 8) were studied and simplified in order to find out changes of the number of personnel depending on seasonal demand and occupancy. Staffing chart shows staff distribution within the departments; as well as dependability on department from variation of tourism demand. The simplified chart is presented below.

Guests	101-200	201-300	301-400	401-500	501-600	601-700	701-800	801-900	901-1000	1001-1100	1101-1200
Rooms	40-85	86-140	141-190	191-240	241-280	281-320	320-360	384	384	384	384
F&B Department	31.7	41.8	60.9	71.0	82.1	94.8	102.4	111.4	116.0	119.1	121.2
Administrative personnel	10	10	10	10	11	11	11	11	11	11	11
Front Office	6	6	6	7	8,5	9	9	9	9	9	9
Room Division Dpt	2	2	2	2	2	3	3	3	3	3	3
Housekeeping	13	13	14	16	18.5	18.5	20.5	41.5	42.5	42.5	42.5
Entertainment	5	5	5	5	5	7,5	7,5	7,5	7,5	7,5	7,5
Maintenance	4	4	4	5	6	6	6	6	6	6	6
Beach/Pool personell	4	4	4	4	4	4	4	4	5	5	5
Gardeners	4	4	4	4	4	4	4	4	4	4	4
SPA Dpt	4	5	6	7	7.5	7.5	8	8	8	8	8
Total	83.7	94.8	115.9	131.0	148.6	165.3	175.4	205.4	212.0	215.1	217.2
Employees per guest	0.56	0.38	0.33	0.29	0.27	0.25	0.23	0.24	0.22	0.20	0.19

Table 3.2 Staffing chart of Grecotel Kos Imperial

The chart shows the number of working personnel according to the department. Decimal numbers refer to parted shifts. The total number of guest rooms is 384, but the maximum amount of guests varies, due to multiple room types able to accommodate from 3 to 9 persons. The number of employees varies depending on number of guests and hotel occupancy. The chart makes it possible to understand the connection between staffing and occupancy, hence seasonality. The ratio employee/guest is calculated, and as it is visible the ratio is decreasing with raising occupancy, therefore it is possible to conclude decreasing level of service quality.

4 METHODOLOGY

The methodology of this research is qualitative case study. The reason for this choice is that the author seeks complex textual descriptions of how people and businesses in general experience the problem of seasonality in tourism employment. Therefore qualitative methods are preferable. As Mack *et al.* (2005) compare quantitative and qualitative approaches, they state that qualitative methods seek to explore phenomena as well as describe and explain the relationship. Mack *et al.* (2005) discuss differences in general framework of qualitative and quantitative research approaches. For instance, methods in qualitative research are more flexible and semi-structured, which is used in this particular research: semi-structured interviewing and participant observation are implemented in the form of case study.

Case study as a method of qualitative research is preferable due to the fact that phenomenon is studied within the context, and therefore it becomes possible to develop and evaluate theories (Baxter and Jack, 2008). In order to understand when to use qualitative case study approach Baxter and Jack (2008), refer to the work of Yin (2003) on qualitative case study method. A case study as a method should be considered when:

- The focus of the study is to answer questions “why” and “how”;
- The researcher cannot manipulate the behavior of people involved in the study;
- The contextual conditions are considered to be relevant for the phenomenon;
- The boundaries are not clear between the phenomena and context. (Ibid)

Yin (2003) categorizes case studies as explanatory, exploratory, or descriptive, depending on the goal of the researcher. Also, case studies are differentiated between single- and multiple-case studies. The table below presents the definitions of the above mentioned types of case studies.

Case study type	Definition
Explanatory	The goal of researcher is to explain presumed links which are too complex for surveys
Exploratory	The goal of researcher is to explore the phenomena which have no clear outcomes
Descriptive	Researcher seeks to explain the phenomenon and its real-life context.
Multiple-case study	Researcher explores differences between the cases

Table 4.1 Definitions of different case study types (Baxter and Jack, 2008)

The types of case studies should be considered by researcher when defining the goals and objectives of the study.

4.1 Triangulation approach in qualitative case study

Qualitative research in tourism is very often blamed for lack of “good science”, hence - the credibility and trustworthiness (Decrop, 1999). Therefore, using triangulation in qualitative research can confirm qualitative findings, showing that different sources corroborate each other and do not confront, consequently, credibility will be increased (Ibid).

On the analogy of triangle, triangulation research method implies that a single point will be analyzed from three different and independent perspectives or sources (Decrop 1999). Therefore, the researcher, using triangulation, examines the same phenomenon or research question from multiple data sources, as the research information obtained from different sources can help the researcher to corroborate or elaborate the problem. Thus the method adds to transferability and confirmability of the research. Decrop discusses four types of triangulation suggested by Denzin (1978) as follows:

- Data triangulation – various data sources are used in the study: primary data/secondary data, interviews, observations, documents.
- Method triangulation – multiple methods are involved, e.g. semi-structured interviewing and participant observation.
- Investigator triangulation – several research interpret the examined issue.
- Theoretical triangulation – various perspectives are used, e.g. interviews are examined from psychological and anthropological perspective.

4.2 Using triangulation in qualitative case study to explore challenges of seasonal tourism employment

Common qualitative methods were implemented in the presented case study. The reason of this selection is the wish to achieve trustworthy and credible results. Therefore semi-structured interviewing, participant observation and desk study are used in one case study.

Participant observation (Bruyn 1972) is a form of field research in which the researcher becomes involved in the community being studied. The idea of this method is to gather first-hand, personal knowledge, deeper understanding of dynamics. Although, along with benefits, there are such challenges as subjectivity in interpretation or problems with interpersonal or inter-group interactions.

Examining the seasonal tourism employment problem from the participant/observer perspective involved working on the premise and interacting with guests and co-workers in order to establish the picture of seasonal job characteristics. At the same time, participant observation is a prerequisite for semi-structured interviewing, as after participating in the working culture, questions for the interviews can be formulated.

The researcher was employed as a trainee in the Guest Relations department. This position represents the link between the guests and the employees in order to ensure prompt service and problem solving. Guest Relations department

employs 2 workers during the whole season, as well as provides training for them, better accommodation and salary above average. The additional employee is normally a trainee, preferably a Russian speaker.

The period of participant observation lasted for a week at the beginning of June during the low season and from mid July until the end of August. Field notes were taken when the observer noted particularly interesting facts about tourism seasonality in business and colleagues' responses towards it.

Semi-structured interviewing was chosen due to established relationships with interviewees, flexibility and the possibility to add new questions throughout the interview. This approach gives the opportunity to tailor questions to the particular interviewee and conversation (Lindlof & Taylor 2002).

Interviews were conducted during the working hours, notes taken and analyzed. As the interviews were semi-structured, question order and content varied, depending on the department of an interviewee, his/her attitude and involvement in the company's human resource management. The interview key questions are shown in Appendix 9.

Semi-structured interviews were conducted during June-August 2010 with heads of following departments:

- Front Office (Ms. Despina Pantelidou)
- Room Division (Mr. Antonis Stamnas)
- Food and Beverage (Mr. Stefanos Kitrinias)
- Guest Relations (Ms. Elena Antonoglou),

including General Manager (Mr. Evlambios Grigoriadis) and Personnel Manager (Mr. George Ragazzini).

Key points of interviews were scripted manually with permission of interviewees. The results of semi-structured interviewing revealed interesting facts about organization policy towards seasonal employment in the hotel and Grecotel S.A. in general.

5 RESULTS

Participant observation method revealed the following key points related to seasonal employment:

- Attitude degradation
- Unequal work distribution through the season
- Lowering service quality
- Physical and emotional wearing out (August)
- Prolonged shifts
- Confrontation between high-season and full-time workers

Attitude degradation is very common for seasonal workers in Grecotel, especially those employed just for high-season. The workers consider the job as temporary employment; therefore they do not strive to achieve the carrier goals. In the beginning of the season employees are inspired, and towards the end the only objective is to “get over the season”. The attitude level drops also due to unfulfilled expectations. The company is well known and respectable, although living and working conditions provided for some employees are not exceeding expectations. Accommodation and food provided are of a low quality, although it is considered tolerable for seasonal employment. The most interesting observation, which was also confirmed by Personnel manager (Ragazzini, 2010), is that attitude degradation and loss of interest comes at the end of August, although this is not related with high work load, but with tiredness since the beginning of the season; and the employee starts to wait for the premise closure. This effect is created by “snow-ball” effect gathering all the negative characteristics of seasonal hotel employment together.

The pressure in Grecotel working environment is created by unequal work distribution, causing frustration in the low season period and exceeding the norms work load during the high season times. To support this statement it is useful to examine the staffing chart again. As it can be noticed, the amount of workers during low occupancy rate times is 3 times lower than during the peak season. The amount of workers shows not the real number of workers employed, but the number of workers occupied for that particular period of time. Therefore, the exceeding labor force has plenty of days off, which causes

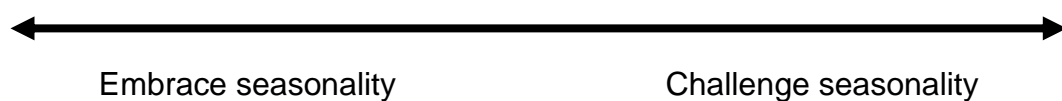
frustration and anger, due to the daily wages crediting and the fact that most of the workers are not from local area but have moved only for the work during the summer season.

Lowering service quality can be seen from the simplified staffing chart (Chapter 5). Although the number of staff increases with occupation rate growing, the employee per guest ratio is constantly decreasing. Thus the stress levels are rising together with work load. Using participant observation, it was possible to notice the rising number of guests' complaint towards the personnel in the F&B department for instance. It should be mentioned that this department employs most workers; and it is exposed to seasonality to a higher degree.

Despite negative observations, it is important to mention that the observer, along with the other employees intending to build a career in luxury tourism sector, were fascinated by the glamour side of 5 star property, as well as future career and financial opportunities. Baum (2007) discusses the "glamourness" of luxury tourism employment referring to Bemelmans, who describes hotel work as climbing to the position in higher management.

To conclude the finding using participant observation it should be mentioned, that seasonal hotel employment is more stressful and challenging, due to unequal work distribution, as well as cultural diversity at work, which is a very common issue in seasonal resort destination.

The results of semi-structured interviewing clearly showed dissonance in company's attitudes towards managing seasonality in employment and staff turnover. To present the results, Figure 3.2 (Possible HR and business strategies to manage seasonality in tourism), should be observed again.



The results from interviewing showed that HR policies and the nature of employment are different for different departments. With the General Manager and Personnel Manager following the general course of actions of Grecotel S.A. and ensuring correct operation of the premise, other departments manage seasonal employment according to circumstances. Thus Front and Back offices are represented by smaller number of employees, with the majority of them holding related hospitality or business degree at Bachelor level. The staff turnover in these departments is lower, as well as the season is prolonged. The financial outcomes are good, together with the employment which is considered prestigious. HR practices are better and vertical fit is used.

Comparatively, F&B and Housekeeping departments employ the majority of workers in the premises, yet offering them fewer benefits for the shorter time period. At the same time, workers obtain lower education levels or non-hospitality related education. The staff turnover is higher, as the job is temporary and the workers are not seeking hospitality career, but any source of income.

To summarize the findings and relate them to seasonality managing theory the below presented scheme was built.

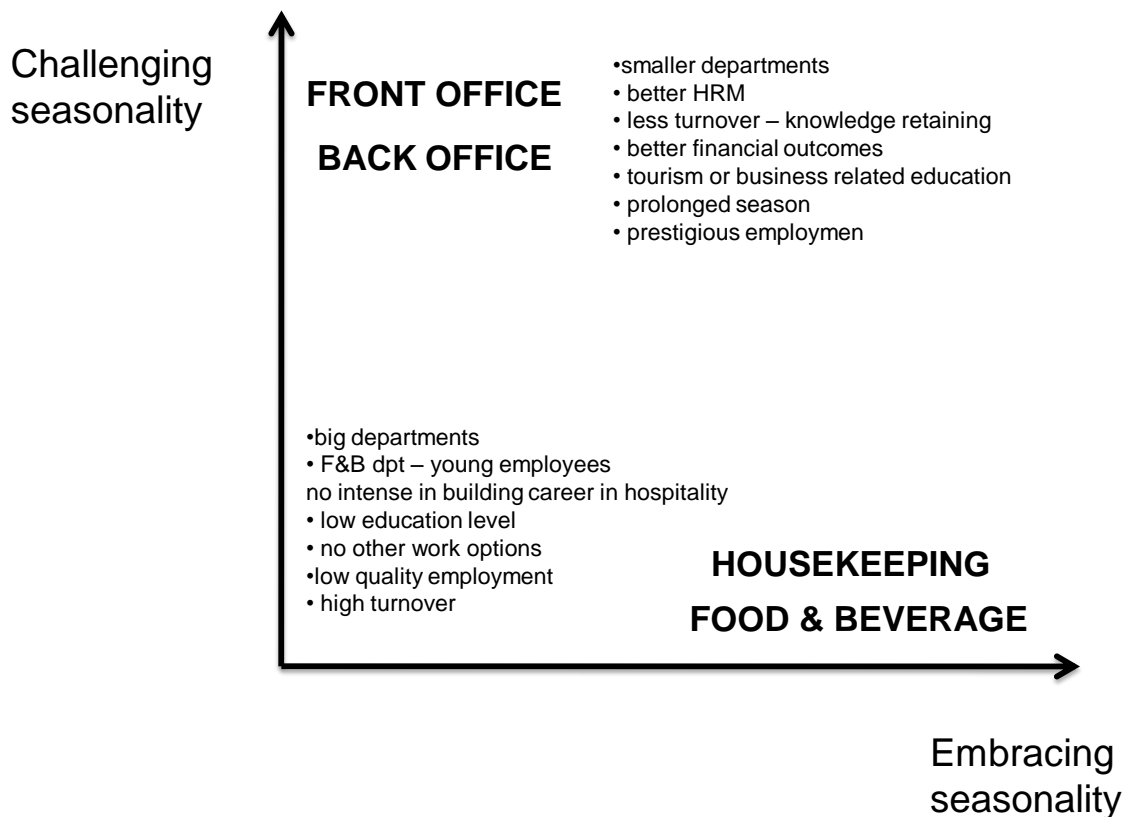


Figure 5.1 Graphical model based on the results of semi-structured interviewing. The figure shows the division of company's strategy towards the seasonality depending on the department. The characteristics and outcomes of seasonal hotel employment vary according to the number of employees, their educational and professional background, as well as career opportunities and financial benefits.

The findings show that a tourism business can combine both major approaches towards seasonality in order to make the functioning of the company more efficient. As it was noticed, staff turnover is a common issue in seasonal employment; the company strives to minimize turnover in administrative departments, in order to retain the knowledge and enhance the experience of the worker, as well as prevent the knowledge leaks to major competitors. On the other hand, departments with bigger number of personnel, e.g.

Housekeeping and Food & Beverage departments do not struggle to retain personnel and their skills. This happens due to the fact that employees in these departments perform low-skilled tasks and very often do not possess sufficient hospitality education or are educated in other fields. These positions are considered temporary employment until the employee finds a better option (unseasonal job, job in the area of expertise, workplace with better financial or career opportunities); or the only possible type of employment – for instance, housekeeping department employs women in retirement age.

The interviewees also stated that they are not familiar with the theory of managing seasonality strategies and act inertially.

The findings suggest that new HRM practices should be used in order to make the employment in Greotel more sustainable and reliable. Staff turnover should be reduced and knowledge accumulated and distributed among employees.

6 SUGGESTIONS ON IMPROVING SEASONAL EMPLOYMENT

Seasonal tourism companies face more challenges than those operating all-year round, due to the need to acquire productive and service minded, yet seasonal and part-time employees. Selecting and hiring the adequate number of workers, however spending less sources on orientation and training is a significant human resource challenge. What makes the issue even more challenging is that the company has to retain productive and professional staff while relying on inexperienced and low-skilled employees. Seasonal workers have less time to acclimate to the work environment, yet they have to perform at peak levels. Thus bringing back workers year by year can reduce training costs and increase the level of customer service, which is beneficial for the employer. On the other hand, an employee benefits from coming back to the seasonal premises, as he knows the work and its environment, therefore stress level is reduced, and the nature of employment takes a sustainable form.

Consequently, seasonal worker retaining is beneficial for both: employee and employer.

There are numerous tools to attract workers to come back to the premise. Some of them presented below will be useful for Grecotel Kos Imperial, as a resort hotel experiencing seasonality to a great extent.

- In order to determine employees' satisfaction and willingness to build a career in Grecotel, the management has to establish better communication with employees. Grecotel's working culture is so that management communicates with employees only in case of a problem which cannot be solved independently. The idea of a worker's survey might help the company understand the worker's satisfaction, performance appraisal and future career plans.
- A relatively simple and low-cost method which can be used by SMEs as well is simply keeping in touch with workers after the season is over, by sending cards, company's newsletter etc. To do so, the company should keep the worker's contact information updated and relevant, so they could be contacted and offered jobs for the next season. (Kleiman 2005)
- A financial benefit can be offered to retained workers, e.g. a bonus for coming back the next season again. For instance, Ismert and Petrick (2004) found that only \$0.25 increase per hour was sufficient to positively influence the intention to return. As the wage is calculated daily in Grecotel, daily raise can be suggested. It is interesting to notice, that this practice is used for trainees: first year students receive 20 Euros per shift and each year receive in addition 1 Euro per shift. Surprisingly, this practice is not used for permanent employees.
- In order to manage experienced and educated employees, the company should train "multi-taskers". Thus the employee can have better career opportunities in future within the company or outside; and an employer can rely on less workforce and distribute the worker between the departments in low-season times when employees suffer from frustration and get lower wage.

The practices presented above are easy to follow, yet then increase trust in employer-employee relationship, and make the workers return and wish to build career in the field and become more eligible for future hospitality employment. The presented strategies may yield any company using challenging seasonality as a main approach.

Rosshiem (2010) suggests that seasonal hiring creates problems which “stem from a failure of the company’s leadership to devote energy and resources to assembling an optimal seasonal workforce”.

Hiring in Grecotel is done via interview sessions conducted by General manager; the quality of selections suffers , as the manager has almost 100 interviewees per day. In order to make seasonal hiring easier and more efficient, following approaches are needed to be taken into consideration by management (Ibid.)

- Sourcing the channels offering candidates looking only for seasonal employment should be used, for instance, graduate students, or current hospitality students, looking for internships. In that case, cooperation with educational institutions should be developed to a greater extent.
- Enough time should be dedicated to successful onboarding and training. Usually, training in Grecotel done at the beginning of the season, when only core personnel is present, thus, seasonal personnel misses the trainings and lacks the knowledge. Therefore, training sessions should be conducted as new workers arrive.
- Accurate job descriptions for each department should be written
- Talent-management should be implemented in order to identify talented worker and assign them to more demanding positions. For that matter, as it was mentioned before, better communication between personnel and management must be established, which is a disadvantage in Grecotel due to high power distance in a working culture.
- Personnel should be treated not as seasonal but as permanent. Potential next season workers should be praised for their performance to ensure their comeback the next season.

The presented tools can help Grecotel to decrease turnover, which is a common problem for seasonal tourism employment and simplify hiring and selection, by having the same employees year by year.

7 CONCLUSION

For the whole tourism industry it becomes more and more important to retain workers with knowledge together. In the service industry the employee is the key to the satisfaction of the customer, consequently the success of the company. In order to ensure service quality, attention to the quality of employment should be paid, which is a challenge due to the seasonal nature of tourism employment.

To improve the quality of employment, seasonality nature and its implications on Human Resource Management were studied. This thesis aimed to identify challenges of seasonal businesses concerning recruitment, staffing and retention of personnel. The object of the study was a five star resort Grecotel Kos Imperial Thalasso, which can be considered a provider of “best practice” in the destination.

Through the work, such interesting and remarkable phenomenon of seasonality in tourism was examined, limited to the subject of seasonal employment; yet there is plethora of subjects in tourism which can be studied through the lens of seasonality; a correlation between occupancy and staffing was found, together with company’s attitude and strategies towards variations in seasonal demand. Unexpectedly, lack of HRM strategies to retain core personnel in service positions was found, as well as need to enhance communication between management and workforce to ensure mutual understanding and striving for common goals.

Due to fast developing tourism industry, especially when building new resorts in southern destinations, the findings and suggestions can be used to maintain sustainable employment and training the employees. Thus, the usefulness in working life of tourism businesses experiencing seasonality is evident, but it would be suggested to SMEs lacking HR department and distributing related

responsibilities between the departments, to ensure better employer-employee relations. The suggestions and techniques presented in the final chapter can be used not only in seasonal hospitality employment, but also in any business experiencing seasonal demand.

The presented research was a remarkable and definitely practical experience for the author, due to the future career plans in resort destinations, and preferably in HR department. Better understanding of hotel management in general was acquired with the help of interviewees. On the other hand, another part of triangulation research – participant observation gave to the author vital professional experience in hospitality industry.

Despite being long recognized as an inalienable part of tourism, the subject of tourism seasonality still lacks academic research. The author hopes that the presented paper will be useful not only to tourism companies tackling seasonality but also further researchers.

REFERENCES

Allcock, J. B. (1989). Seasonality. In Witt, S. F. and Moutinho, L. (eds), *Tourism Marketing and Management Handbook*. London: Prentice Hall. pp.387-392.

Baum & S. Lundtorp (Eds.), *Seasonality in Tourism*: 173-186. Oxford: Pergamon.

Baum, T. & Hagen, L. 1999. Responses to Seasonality: the experiences of peripheral destinations. *International Journal of Tourism Research*, 1(5): 299-312.

Baum, T., 2007. Progress in Tourism Management. *Human Resources in tourism: still waiting for change*. *Tourism Management* 28.

Baum, T., Lundtrop S., 2001. *Seasonality in Tourism*, Elsevier Science Ltd, Oxford.

Baxter, P., Jack, S., *Qualitative Case Study Methodology: Study Design and Implementation for Novice Researchers*, *The Qualitative Report Volume 13 Number 4 December 2008* 544-559

Belcourt, M, McBey, K.J.2000, *Strategic Human Resources Planning*, Nelson Thompson Learning, Ontario

Bruyn, S. 1972. *The Human Perspective in Sociology: The methodology of participant observation*. Prentice-Hall, New Jersey

Butler, R.W. 1994. *Seasonality in Tourism: Issues and Implications*. *Seasonality in tourism*. Edited by Baum and Lundtorp. Elsevier Science Ltd, Oxford. CA: Sage.

Chalkiti, K., Sigala, M., 2009. *Staff Turnover in the Greek Tourism Industry: A comparison between insular and peninsular regions*. Emerald Group Publishing Limited

Chung, J.Y., 2009, *e-Review of Tourism Research (eRTR)*, Vol. 7, No. 5

Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., and Wanhill, S. (2005). *Tourism Principles and Practice* (3rd ed.). Pearson Education.

Decrop, A. 1999. Triangulation in Qualitative Tourism Research. *Tourism management* 20

Denzin, N. K. 1978. *The Research Act: A theoretical introduction to sociological methods*. New York: McGraw-Hill

Dictionary of Finance and Investment Terms, www.allbusiness.com, visited on 20.06.2010

Goeldner, C. R. and Ritchie, J. R. B. (2003). *Tourism: Principles, Practices, Philosophies* (9th ed.). New York

Greotel Environment: Awards & Recognition, http://www.greotel.com/environment/awards-recognition_3942.htm, visited on 05.10.2010

Greotel Kos Imperial Thalasso web pages www.greotel.com/kos/kos-imperial-thalasso, visited on 08.07.2010

Greotel offers by TUI <http://www.tui.com/specials/Produktsuche%20f%C3%BCr%20Pauschalreise%20&%20Hotel/?q=greotel+griechenland&qp=tui&submit=>, visited on 08.07.2010

Greotel Privilege Club web pages www.greotelprivilegeclub.gr, visited on 08.07.2010

Hellenic Statistical Authority, 2007. Report on Tourism Employment Statistics. Web pages. www.statistics.gr. Visited on 05.10.2010

Hinch, T. D., Hickey, G. P., & Jackson, E. L. 2001. Seasonal Visitation at Fort Edmonton Park: An Empirical Analysis Using a Leisure Constraints Framework.

Ismert, M., Petrick, J.F. 2004. Indicators and Standards of Quality Related to Seasonal Employment in the Ski Industry. *Journal of Travel Research*, 43

Jolliffe, L., Farnsworth, R., 2003, *International Journal of Contemporary Hospitality Management*.

Kleiman, M, 2005. How to Retain Seasonal Workers. *Restaurant Hospitality*. Web pages. http://restaurant-hospitality.com/observer/rh_imp_10481/ visited 01.11.2010

Koenig, N., Bischoff E., 2005. *Seasonality Research: the state of art*. University of Wales Swansea

Lindlof, T.R., Taylor, B.C. 2002 *Qualitative Communication Research Methods*. Sage Publications, Thousand Oaks, CA

Lundtorp, S., Rassing, C. R., & Wanhill, S. R. C. 1999. The Off-season is 'No Season': the case of the Danish island of Bornholm. *Tourism Economics*, 5(1): 49-68.

Mack, N., Woodsong, C., MacQueen, K., Guest, G., Namey, E., 2005, *Qualitative Research Methods: A Data Collector's Field Guide*, Family Health International

Marshall, K. 1999, *Seasonality in Employment, Perspectives*, Statistics Canada, Ottawa

Rossheim, J. 2010. Making Seasonal Hiring Easier and More Efficient. Web pages. <http://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/strategic-workforce-planning/hiring-seasonal-workers.aspx>, visited on 02.11.2010

Smith, K. 1990. Tourism and Climate Change. *Land Use Policy*, 7(2): 176-180

The Sofia Echo, web pages http://sofiaecho.com/2010/01/19/844366_bulgarian-tourism-sector-reports-15per-cent-drop-in-seasonal-employment). Visited on 15.11.2010

TUI web pages www.tui.com, visited on 08.07.2010

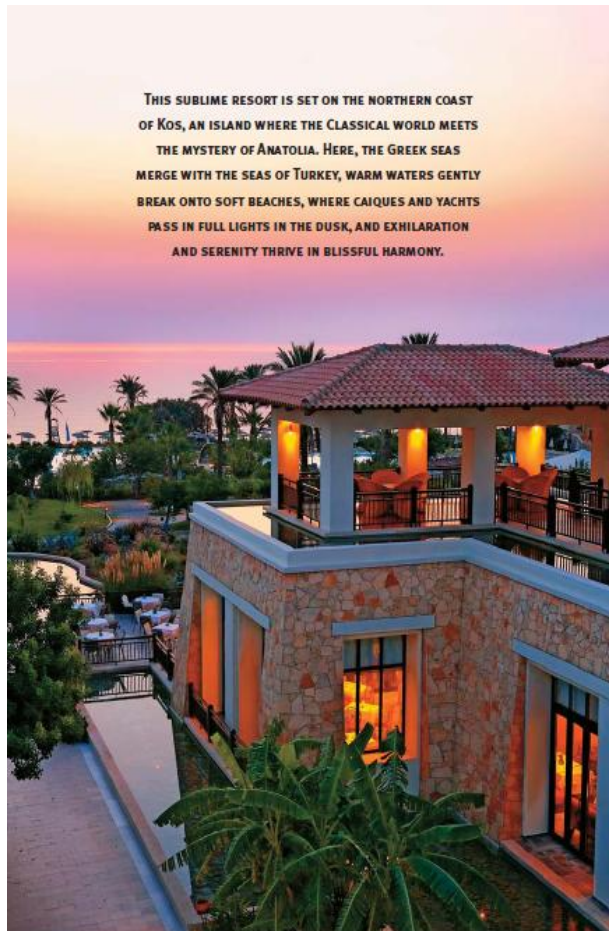
UNWTO Tourism Highlights, 2010 Edition, Web pages. www.unwto.org

Wall, G. & Yan, M. 2003. Disaggregating Visitor Flows - the example of China. *Tourism Analysis*, 7(3/4): 191-205.

Wilton, D. & Wirjanto, T. 1998. An Analysis of the Seasonal Variation in the National Tourism Indicators - A Report Prepared for the Canadian Tourism Commission. Department of Economics, University of Waterloo. Waterloo.

Yin, R. K. (2003). *Case study research: Design and Methods* (3rd ed.). Thousand Oaks,

Appendix 1
 Grecotel KI brochure



THIS SUBLIME RESORT IS SET ON THE NORTHERN COAST OF KOS, AN ISLAND WHERE THE CLASSICAL WORLD MEETS THE MYSTERY OF ANATOLIA. HERE, THE GREEK SEAS MERGE WITH THE SEAS OF TURKEY, WARM WATERS GENTLY BREAK ONTO SOFT BEACHES, WHERE CAIQUES AND YACHTS PASS IN FULL LIGHTS IN THE DUSK, AND EXHILARATION AND SERENITY THRIVE IN BLISSFUL HARMONY.



HOTEL FACILITIES & SERVICES

- Idyllic, beautiful beach
- 384 guestrooms including bungalows, suites & beachfront villas
- Colonial lounge & terraces with superb views
- Lounge bar for buzzy cocktails
- Restaurant floating on the lagoon
- Inspired cuisine at The Pavilions a la carte restaurant
- All-day informality at Cereals restaurant
- Purana of the Aegean, beachfront pavilion with fresh seafood
- Tropical pool with waterfall, lazy river and daylifond
- Luxuriously landscaped pool with whirlpool
- Quiet seawater pool in the gardens
- Sunlit indoor pool
- Beach children and paddling pool
- Beach & pool bars
- Private spa treatment room
- Spa treatment centre & Skincare, Haircare boutiques
- Golfclub and pirate pool playground
- Wide range of sports facilities
- Day & evening entertainment
- Superb multi-purpose function spaces
- Facilities for beach & garden weddings
- In Room Set TV, Phone, Safe, Hairdryers, Air-condition, Laundry Service, Room Service

ELIXIR THALASSOSPA

Aqua Elixir Thalasso Pool with wild-water corridor, canyons and shower jet • Indoor Aerobic Pool • Open-air Whirlpool • Saunas & Steam Rooms • Relaxation Loggia • Fitness Room with state-of-the-art Technology & cardio equipment • Changing Facilities • Spa Treatment Facilities • Garden Open-air massage rooms, hydrotherapy, affusion, seaweed & mud treatments, physiotherapy & kinesiotherapy, aromatherapy, relaxing, lymphatic & reflex massage, shiatsu, ratna stone therapy, udara, gamathi & Indian head massage, Ayurveda treatments performed by Indian experts, chocolate therapy, beauty salon offering facial treatments, haircuts, hair treatments, manicures & pedicures, doctor's office

GRECOTEL KOS IMPERIAL THALASSO

GR-433 701, PS-AL-101, KOS, TEL: +30 23420 58000 / 49733, FAX: +30 23420 25992, E-MAIL: info_kos@grecotel.gr, www.grecotel.com

GRECOTEL
 Hotels & Landings



A water palace evoking the welcome cool of the Aegean breeze. Exotic island gardens cascade to the beach's edge. A celebration of life amidst lagoon pools, waterfalls, and a river swirling around a tiny island in the pool. A resort of timeless elegance, secluded on a 100,000-square-meter estate, the Kos Imperial is steeped in luxury, from the lush landscape to the sheer splendor of broad terraces laid with drop-edge reflecting pools.



Appendix 2 Hotel Occupation/Forecast May

Grecotel Kos Imperial, GR- 85300 Psalidi Kos										FORCAST by category (30 Days)										Samstag, 21. August 2010										21:23									
RoomTypeGroups																																							
	Mai	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ			
	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30											
BG	29	29	29	30	30	1	3	4	12	27	28	28	30	30	28	25	19	24	24	22	22	23	26	24	21	21	19	17											
BP	52	52	52	53	53	8	11	12	21	37	40	41	39	37	38	32	29	30	29	32	34	34	42	37	36	34	30	25											
BS	19	19	19	19	19	2	4	4	10	16	19	19	19	17	17	14	12	12	12	15	14	15	13	13	12	12	14	13											
DG	47	47	47	47	47	3	3	3	7	37	42	42	46	45	45	42	36	40	40	46	46	45	44	29	30	29	33	27											
DS	34	34	34	34	35	10	8	8	12	34	34	34	30	32	30	29	27	27	28	31	29	34	35	25	28	28	20	21											
DSS	51	51	51	51	51	7	5	7	13	50	51	50	48	49	44	48	40	44	44	49	50	50	51	25	28	27	27	28											
FB	6	6	6	6	6	0	0	0	1	5	6	4	4	4	5	4	2	1	1	5	5	3	3	6	6	6	5	5											
FBP	12	12	12	12	12	2	6	6	9	10	10	10	9	5	3	3	3	4	5	8	10	12	11	12	11	11	8	8											
FBS	1	1	1	1	1	0	0	0	1	1	1	1	1	1	0	0	0	0	1	1	1	1	0	1	1	1	1	1											
FMS	10	10	10	10	10	1	0	0	10	10	10	10	10	10	0	0	8	8	8	4	8	3	8	8	8	8	3	3											
FR	33	33	33	34	34	9	5	5	5	31	33	32	34	33	33	32	29	28	29	33	33	31	32	11	12	10	9	8											
FRL	22	22	22	22	22	6	5	5	7	18	17	19	17	17	16	16	15	18	18	19	19	20	20	12	12	12	11	9											
SI	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1											
VBB	2	2	2	2	2	0	0	0	0	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	1	1											
VBD	21	21	21	21	21	1	2	4	5	19	18	18	17	17	16	17	19	18	19	19	19	9	11	13	16	16	16	5											
VBJ	8	8	8	8	8	1	1	2	2	3	5	4	4	4	2	3	3	2	2	1	3	2	4	4	4	4	5	5											
VBP	2	2	2	2	2	0	0	0	0	0	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1											
VDJ	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0											
VDP	2	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	0	0	0	0	0	0											
VDV	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1											
VFP	4	4	4	4	4	0	0	0	0	1	2	2	2	2	2	2	2	1	1	1	1	1	1	2	1	1	3	4											
VPJ	1	1	1	1	1	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1											
VPS	2	2	2	2	2	0	0	0	0	2	2	2	2	2	2	2	1	1	1	1	1	1	1	1	2	2	1	1											
VRP	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
VWB	14	14	14	14	14	0	1	1	5	13	12	13	13	11	11	12	10	10	11	11	11	10	8	3	3	3	3	2											
VWP	4	4	4	4	4	0	1	1	2	4	4	4	4	4	2	2	2	1	2	1	3	3	3	4	3	3	2	1											
TOTALS	380	380	380	383	384	52	55	62	122	324	342	341	337	326	302	291	264	279	282	311	318	303	321	233	238	229	213	187											
Occupied Rooms	380	380	380	383	384	52	55	62	122	324	342	341	337	326	302	291	264	279	282	311	318	303	321	233	238	229	213	187											
Blocked Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
Available Rooms	4	4	4	1	0	332	329	322	262	60	42	43	47	58	82	93	120	105	102	73	66	81	63	151	146	155	171	197											
Confirmed	380	380	380	383	384	52	55	62	122	324	342	341	337	326	302	291	264	279	282	311	318	303	321	233	238	229	213	187											
Option	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
Provision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
Waiting List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
Tentative Groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											
BP differences	0	0	0	0	0	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0											

Appendix 3 Hotel Occupation/Forecast June

Grecotel Kos Imperial, GR- 85300 Psalidi Kos										FORCAST by category (30 Days)										Samstag, 21. August 2010		21:24																				
RoomTypeGroups																																										
	Juni	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ						
	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	01	02	03	04	05	06	07				
BG	16	21	17	18	21	19	20	18	21	24	24	24	24	24	27	23	25	24	27	26	25	23	23	26	30	27	24	26														
BP	24	33	35	34	26	27	23	20	23	27	28	32	35	35	38	38	37	37	38	37	37	38	37	38	28	45	44	30	29													
BS	16	12	13	13	13	13	12	14	18	18	19	15	17	18	14	13	13	13	10	13	17	17	18	17	16	16	14	13														
DG	38	34	35	35	32	32	30	28	31	33	34	37	39	38	37	31	27	25	32	26	40	40	41	41	41	43	45	37														
DS	18	15	19	19	20	18	21	21	23	25	32	33	32	34	32	29	28	24	28	27	26	23	24	25	25	33	33	32														
DSS	33	39	35	33	33	35	35	37	40	44	48	45	42	39	39	30	31	27	35	34	37	34	36	33	34	49	48	46														
FB	6	4	4	4	4	5	5	5	4	4	4	4	5	5	4	4	6	6	6	4	3	3	3	1	2	3	4	4														
FBP	8	9	10	11	10	12	10	10	11	12	10	10	11	12	12	9	9	10	7	8	8	7	5	6	6	9	8	9														
FBS	1	0	0	0	0	0	0	0	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0															
FMS	3	2	2	2	1	1	1	1	1	1	1	3	3	3	2	1	1	2	1	1	1	1	2	2	3	5	5	5														
FR	10	9	9	10	6	6	6	4	3	3	4	8	10	11	10	10	12	12	13	11	14	13	14	14	17	22	21	20														
FRL	8	6	7	7	7	8	8	9	9	9	10	10	9	9	10	14	15	15	18	18	18	18	15	15	17	16	15	16														
SI	1	1	1	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1														
VBB	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0															
VBD	3	6	3	3	4	4	2	2	1	1	2	6	6	7	7	7	7	6	4	4	4	4	3	3	2	7	7	6														
VBJ	5	5	6	6	5	5	4	4	5	4	4	7	6	6	6	3	3	3	3	3	3	3	3	3	4	6	4	5														
VBP	1	1	2	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	1	1	2	2	2														
VDJ	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0															
VDP	0	1	1	1	1	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	2	2	2	2	2														
VDV	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	1	1	1	1	1	0	0	0	1	1	0														
VFP	3	3	4	4	3	1	1	1	1	2	2	2	3	4	3	3	3	3	3	3	1	1	2	2	2	3	4	4														
VPS	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0															
VRP	0	0	0	0	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1														
WWB	2	2	1	1	1	2	4	4	9	8	8	12	11	10	11	11	9	9	8	9	10	10	9	9	13	14	13	10														
WVP	2	2	3	2	2	1	1	1	2	4	3	3	4	4	3	3	3	3	3	3	3	1	1	1	0	1	2	2	1													
TOTALS	201	207	209	206	193	194	188	183	207	224	237	258	263	264	259	234	235																									
Occupied Rooms	201	207	209	206	193	194	188	183	207	224	237	258	263	264	259	234	235	225	241	230	250	240	242	231	264	306	284	270	2													
Blocked Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
Available Rooms	183	177	175	178	191	190	196	201	177	160	147	126	121	120	125	150	149	159	143	154	134	144	142	153	120	78	100	114	1													
Confirmed	201	207	209	206	193	194	188	183	207	224	237	258	263	264	259	234	235	225	241	230	250	240	242	231	264	306	284	270	2													
Option	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
Provision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
Waiting List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
Tentative Groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0														
BP differences	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0														

Appendix 4
Hotel Occupation/Forecast July

	RoomTypeGroups																												
	Jul	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ
BG	21	25	23	23	24	26	28	30	26	28	29	29	26	24	23	25	28	28	27	29	29	27	26	29	26	29	26	30	
BP	32	33	33	37	42	45	45	46	50	45	48	49	48	48	48	46	51	51	53	51	44	45	53	48	52	50	53		
BS	13	12	13	15	13	12	13	11	13	17	17	18	19	18	19	17	16	19	18	16	15	16	19	17	17	18	19		
DG	45	44	37	37	38	41	42	44	43	44	45	46	45	42	40	42	41	43	40	39	44	40	42	47	47	43	44	47	
DS	35	34	20	22	31	30	31	32	34	33	34	30	30	32	35	35	34	35	34	31	34	31	31	34	30	31	32	35	
DSS	47	47	36	35	38	38	44	47	43	44	45	45	40	39	38	39	42	48	50	50	47	47	49	48	47	44	49		
FB	5	5	5	5	4	4	6	6	6	6	6	6	5	6	6	6	5	5	6	6	5	5	6	6	6	6	6		
FBP	8	8	10	12	12	12	12	11	11	10	9	11	12	12	12	12	11	11	12	11	11	10	11	9	11	11	12	10	
FBS	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
FMS	7	5	6	8	9	9	10	10	10	9	8	9	10	10	9	10	9	10	9	10	9	8	8	8	9	10	8	8	9
FR	22	24	21	20	23	18	19	21	20	15	21	25	27	23	26	30	33	34	33	32	29	30	30	30	33	33	31	33	
FRL	16	16	16	14	13	18	16	17	16	16	18	18	18	21	21	21	20	22	19	22	19	16	20	21	19	21	21	19	
SI	1	1	1	1	1	1	1	1	1	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
VBB	0	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
VBD	5	7	9	8	8	11	15	18	18	19	16	15	15	20	21	19	13	19	19	17	14	13	16	18	14	14	13	13	
VBJ	3	3	3	2	3	3	2	2	3	3	2	3	4	5	5	6	7	7	7	7	6	7	8	8	7	6	6		
VBP	2	2	2	2	2	2	2	2	2	2	2	0	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	
VDJ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	
VDP	2	2	2	2	2	2	0	2	2	2	2	2	2	2	2	2	1	1	1	1	1	2	2	2	1	1	1	1	
VDV	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	1	1	1	1	
VFP	3	3	4	3	4	4	4	4	4	3	4	4	3	2	2	4	4	3	3	3	4	4	3	3	3	3	3	2	
VPJ	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	0	1	1	1	1	1	1	1	1	0	0	0	
VPS	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	0	0	0	0	1	1	2	2	
VRP	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1	
VWB	8	5	4	9	9	9	8	7	4	7	5	8	6	13	12	14	13	12	14	13	9	10	12	12	10	12	12	11	
WWP	3	4	4	4	3	3	2	2	2	2	1	2	2	2	2	2	2	2	4	3	4	2	2	2	3	3	3	2	
TOTALS	279	282	252	263	284	293	305	318	312	312	317	326	318	327	329	335	338	359	356	353	338	318	335	359	342	347	337	355	
Occupied Rooms	279	282	252	263	284	293	305	318	312	312	317	326	318	327	329	335	338	359	356	353	338	318	335	359	342	347	337	355	
Blocked Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Available Rooms	105	102	132	121	100	91	79	66	72	72	67	58	66	57	55	49	46	25	28	31	46	66	49	25	42	37	47	29	
Occupied	Confirmed	279	282	252	263	284	293	305	318	312	317	326	318	327	329	335	338	359	356	353	338	318	335	359	342	347	337	355	
	Option	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Provision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Waiting List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tentative Groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
BP differences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Appendix 5 Hotel Occupation/Forecast August

Grecotel Kos Imperial, GR- 85300 Psalidi Kos										FORCAST by category (30 Days)										Samstag, 21. August 2010		21:25							
	RoomTypeGroups																												
	August	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ
BG	30	30	29	28	30	30	29	28	29	30	30	29	30	29	29	30	30	30	30	30	30	28	28	27	29	31	31	31	4
BP	49	53	52	53	53	50	53	49	50	50	53	53	53	50	50	53	53	53	52	51	53	51	49	44	38	33	36	33	2
BS	19	19	19	18	18	18	19	19	18	19	19	19	19	19	19	18	19	19	19	19	19	18	19	20	17	14	14	16	2
DG	47	47	46	46	47	46	43	39	46	47	44	44	45	46	47	44	47	43	47	45	42	45	52	49	54	53	54	2	
DS	35	33	34	30	34	33	34	34	34	35	35	33	32	35	31	34	35	35	35	35	23	20	23	22	24	26	26	2	
DSS	51	51	49	48	51	51	51	50	50	51	50	46	51	50	45	51	49	48	51	51	50	48	46	47	48	47	46	2	
FB	6	6	6	5	6	6	6	6	6	6	6	6	6	6	4	6	6	6	6	6	6	6	11	12	17	18	18	2	
FBP	9	9	12	12	12	12	11	10	12	12	11	12	12	12	10	12	12	12	12	12	12	11	12	13	13	10	10	2	
FBS	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	2	
FMS	7	8	9	10	10	10	9	9	9	10	10	10	10	10	10	10	10	9	10	10	10	9	8	6	5	5	5	4	
FR	26	30	34	34	30	33	26	30	33	34	33	34	34	34	31	34	34	34	33	33	29	32	24	25	21	22	22	2	
FRL	21	22	22	21	21	22	22	19	20	21	22	21	21	21	21	21	22	22	22	21	18	20	20	19	18	19	20	2	
SI	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	4	7	7	7	2		
VBB	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	2	
VBD	17	20	21	17	20	21	21	21	21	21	20	21	20	21	20	18	21	21	21	21	21	21	19	17	14	14	12	2	
VBJ	8	8	8	8	8	8	8	7	5	7	8	8	8	7	8	8	8	8	8	7	4	3	2	1	1	1	1	2	
VBP	1	1	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1	1	1	1	2	
VDJ	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	
VDP	1	1	1	1	2	2	2	2	2	2	2	2	2	1	1	1	1	2	2	2	2	1	1	1	1	1	1	2	
VDV	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	
VFP	3	3	4	4	4	4	4	3	3	3	4	4	4	4	4	4	4	4	4	4	3	3	3	2	2	3	3	2	
VPJ	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	
VPS	1	0	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1	1	2	
VRP	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	2	
VWB	12	13	14	14	13	13	14	13	11	14	14	14	14	13	14	14	14	14	14	14	13	14	14	10	10	7	7	2	
VWP	3	4	2	2	2	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	3	2	2	1	0	0	2	
TOTALS	353	366	374	363	372	374	366	353	364	376	379	370	377	372	355	378	380	376	379	380	345	341	338	321	321	320	317	3	
Occupied Rooms	353	366	374	363	372	374	366	353	364	376	379	370	377	372	355	378	380	376	379	380	345	341	338	321	321	320	317	3	
Blocked Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	
Available Rooms	31	18	10	21	12	10	18	31	20	8	5	14	7	12	29	6	4	8	5	4	39	43	63	63	64	67	2		
Occupied	Confirmed	353	366	374	363	372	374	366	353	364	376	379	370	377	372	355	378	380	376	379	380	345	341	338	321	321	320	317	3
	Option	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Provision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Waiting List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Tentative Groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	
BP differences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	

Appendix 6 Hotel Occupancy/Forecast September

	RoomTypeGroups																											
	September	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ		
	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25			
BG	33	33	33	31	30	30	30	22	23	24	21	20	21	19	18	18	17	16	16	15	13	17	18	18	23			
BP	14	12	11	8	6	7	7	8	5	6	7	8	8	8	9	7	7	9	8	7	6	6	6	5				
BS	16	15	14	14	15	15	17	21	27	27	30	35	36	38	41	39	40	36	31	28	28	25	27	27				
DG	45	45	46	39	44	43	43	42	43	45	47	44	51	59	54	54	53	53	50	52	49	116	114	115	104			
DS	33	32	32	38	34	31	29	26	26	28	27	27	29	31	26	27	26	27	27	23	23	26	26	28	27			
DSS	31	34	35	37	42	41	44	50	54	56	58	58	60	65	54	52	52	46	42	45	39	51	44	44	48			
FB	13	11	11	9	9	8	9	9	10	10	7	6	6	4	3	3	4	4	4	4	3	2	2	3				
FBP	5	5	6	5	5	4	2	2	2	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0			
FMS	4	4	4	5	4	4	4	3	3	3	2	1	1	1	1	1	1	2	2	2	2	1	1	1	0			
FR	13	12	12	14	14	13	11	11	11	11	7	7	6	6	6	4	4	5	6	6	6	9	9	9	8			
FRL	17	18	17	16	16	17	17	17	17	17	17	18	20	20	20	18	18	19	18	17	19	21	21	21	23			
SI	8	8	8	7	7	7	7	7	8	8	4	7	8	8	12	10	10	11	12	13	12	16	14	15	16			
VBD	5	5	5	2	2	2	3	3	3	4	3	2	1	1	0	0	0	0	0	0	0	1	0	0	2			
VBJ	5	5	6	7	7	6	6	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0			
VBP	2	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	1	1	1	1	1	1	1			
VFP	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1			
VWB	3	3	3	4	5	5	5	6	6	7	6	6	7	6	5	4	4	3	3	3	3	4	5	5	5			
VWP	1	2	1	1	1	1	1	1	1	1	2	3	3	3	3	1	1	1	1	1	1	1	1	1	1			
TOTALS	249	246	246	239	243	236	236	229	241	248	243	246	260	273	257	242	239	234	223	219	207	297	289	293	294			
Occupied Rooms	249	246	246	239	243	236	236	229	241	248	243	246	260	273	257	242	239	234	223	219	207	297	289	293	294			
Blocked Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Available Rooms	135	138	138	145	141	148	148	155	143	136	141	138	124	111	127	142	145	150	161	165	177	87	95	91	90			
Occupied	Confirmed	249	246	246	239	243	236	236	229	241	248	243	246	260	273	257	242	239	234	223	219	207	297	289	293	294		
	Option	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Provision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Waiting List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Tentative Groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
BP differences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			

Appendix 7
Hotel Occupancy/Forecast October

	RoomTypeGroups																										
	Δεκ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	Τρι	Τετ	Πεμ	Παρ	Σαβ	Κυρ	Δευ	
BG	24	18	17	16	14	8	7	7	6	6	5	3	3	3	3	3	3	3	3	3	2	2	2	0	0	0	0
BP	19	19	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	0	0	0	0	0	0	0	0	0	0
BS	18	17	15	15	14	11	10	9	4	3	3	2	3	3	3	2	2	2	2	0	0	0	0	0	0	0	0
DG	76	81	77	76	77	128	125	125	134	132	132	131	98	98	98	86	86	86	86	13	13	8	0	0	0	0	0
DS	13	10	10	11	11	7	6	5	3	3	2	2	3	3	3	2	2	2	2	0	0	0	0	0	0	0	0
DSS	47	41	41	37	35	25	24	23	17	16	15	12	5	4	4	3	3	3	3	3	3	3	3	3	0	0	0
FB	2	1	0	0	0	3	3	3	8	8	9	10	9	9	9	8	7	7	7	4	3	3	0	0	0	0	0
FBP	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
FMS	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0
FR	7	9	9	10	10	10	10	10	6	6	5	5	6	6	6	4	4	4	4	4	3	3	3	0	0	0	0
FRL	16	11	11	11	11	10	8	8	6	6	7	7	8	8	8	7	7	6	6	5	5	5	5	0	0	0	0
SI	9	9	6	6	6	3	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VBD	0	1	0	0	0	2	0	0	1	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
VFP	0	0	0	0	0	0	0	0	0	0	0	1	2	2	2	2	2	2	2	1	0	0	0	0	0	0	0
VWB	7	7	7	6	3	5	4	4	4	4	3	3	3	3	3	2	2	2	2	0	0	0	0	0	0	0	0
VWP	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	239	224	195	190	183	214	203	199	194	188	186	180	147	143	143	121	119	118	117	31	30	25	0	0	0	0	0
Occupied Rooms	239	224	195	190	183	214	203	199	194	188	186	180	147	143	143	121	119	118	117	31	30	25	0	0	0	0	0
Blocked Rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Available Rooms	145	160	189	194	201	170	181	185	190	196	198	204	237	241	241	263	265	266	267	353	354	359	384	384	384	384	384
Occupied	Confirmed	239	224	195	190	183	214	203	199	194	188	186	180	147	143	143	121	119	118	117	31	30	25	0	0	0	0
	Option	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Provision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Waiting List	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tentative Groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BP differences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Appendix 8 Grecotel SA Staffing chart

ΚΟΣ ΙΜΠΕΡΙΑΛ	150	250	350	450	550	650	750	850	950	1050	1150	ΗΜΕΡ.
ΔΩΜΑΤΙΑ (1)	101-200	201-300	301-400	401-500	501-600	601-700	701-800	801-900	901-1000	1001-1100	1101-1200	ΕΡΓΑΣ.
ΔΩΜΑΤΙΑ (2)	66,55	66,55	66,55	66,55	66,55	66,55	66,55	66,55	384,00	384,00	384,00	
ΚΟΥΖΙΝΑ	10,50	12,50	16,00	18,00	21,50	23,00	24,00	25,50	26,00	27,00	27,00	
Chef	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Ζεστή Κουζίνα	3,00	3,00	4,00	5,00	6,00	6,00	6,50	7,00	7,00	8,00	8,00	30
Κρύα Κουζίνα	1,00	1,00	1,50	1,50	2,00	2,50	2,50	2,50	2,50	2,50	2,50	30
Ζαχαροπλαστέιο	1,00	1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,50	2,50	2,50	30
Χασάπικο		0,50	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Μπουφετζήδες Κουζ.	0,50	1,00	1,50	1,50	1,50	1,50	2,00	2,00	2,00	2,00	2,00	30
Εστιατόριο Προσωπικού				0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
Καθαρισμός Σκευών	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Πλυντήριο Πιάτων	2,00	2,00	3,00	3,00	4,00	5,00	5,00	6,00	6,00	6,00	6,00	30
Χορταρικά				0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
S.Chef	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΚΕΝΤΡΙΚΟ ΕΣΤΙΑΤΟΡΙΟ	5,16	9,27	13,38	15,98	19,09	21,70	23,81	25,91	28,02	30,13	32,23	
Ματρ	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Κάπταιν	1,00	1,00	1,00	1,50	1,50	2,00	2,00	2,00	2,00	2,00	2,00	30
Hostes			1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Σερβιτόροι Βράδου	1,66	2,77	3,88	4,98	6,09	7,20	8,31	9,41	10,52	11,63	12,73	30
Μπουφετζής Εσπιατ.	1,00	2,00	3,00	3,00	4,00	4,00	4,00	4,00	4,00	4,00	4,00	30
Σερβιτόροι πρωί	1,50	2,50	3,50	4,50	5,50	6,50	7,50	8,50	9,50	10,50	11,50	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
SELF SERVICE	5,50	7,00	8,00	10,50	10,50	12,50	12,50	14,00	14,00	14,00	14,00	
Μαγείροι	1,00	1,50	1,50	2,00	2,00	2,50	2,50	2,50	2,50	2,50	2,50	30
Λάντζα	0,50	1,00	1,00	1,00	1,00	1,50	1,50	1,50	1,50	1,50	1,50	30
Μπουφές & Σνακ (PP)	1,00	1,00	1,00	1,50	1,50	1,50	1,50	1,50	1,50	1,50	1,50	30
0												30
0												30
Κάπταιν	1,00	1,00	1,00	1,50	1,50	1,50	1,50	2,00	2,00	2,00	2,00	30
Head Waiter												30
Σερβιτόροι	1,50	2,00	3,00	4,00	4,00	5,00	5,00	6,00	6,00	6,00	6,00	30
Ταμπλίστας	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΜΠΑΡ ΠΙΣΙΝΑΣ	3,00	3,50	6,00	7,50	9,50	10,50	12,50	13,50	14,50	14,50	14,50	
Μπάρμαν	1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Β. Μπάρμαν	0,50	0,50	1,00	1,00	2,00	2,00	3,00	3,00	3,00	3,00	3,00	30
Σερβιτόροι	1,50	2,00	3,00	4,00	5,00	6,00	7,00	8,00	9,00	9,00	9,00	30
Κρύα Κουζίνα				0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
LOUNGE BAR	3,00	4,00	4,00	5,00	6,00	7,00	7,00	7,00	8,00	8,00	8,00	
Μπαρμαν	1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Σερβιτόροι	2,00	3,00	3,00	3,00	4,00	5,00	5,00	5,00	6,00	6,00	6,00	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΜΠΑΡ ΠΑΡΑΛΙΑΣ-FISH REST.	0,00	0,00	5,50	6,00	7,00	11,00	11,00	12,50	12,50	12,50	12,50	
Μπάρμαν			1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Κάπταιν			1,00	1,00	1,00	1,00	1,50	1,50	1,50	1,50	1,50	30
Σερβιτόροι			1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Μαγείροι			1,50	2,00	2,00	3,00	3,00	4,00	4,00	4,00	4,00	30
Λάντζα			1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Ε.Ο.Κ.						2,00	2,00	2,00	2,00	2,00	2,00	30
Room service	1,00	2,00	3,00	3,00	3,50	4,00	5,50	6,50	6,50	6,50	6,50	
Head Waiter	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Σερβιτόροι		1,00	2,00	2,00	2,50	3,00	3,50	4,50	4,50	4,50	4,50	30
Μαγείροι							1,00	1,00	1,00	1,00	1,00	30
MINI-BAR												30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
A la carte Restaurant	2,50	3,50	5,00	5,00	5,00	5,50	6,50	6,50	6,50	6,50	6,50	
Κάπταιν	0,50	0,50	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Head Waiter												30
Σερβιτόροι	0,50	0,50	1,00	1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,00	30
Μαγείροι	1,00	2,00	2,00	2,00	2,00	2,50	2,50	2,50	2,50	2,50	2,50	30
Λάντζα	0,50	0,50	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Μουσικοί												30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΗΜΕΡ.ΕΠΙΣ.ΤΗΜΗ.	31,66	41,77	60,88	70,98	82,09	95,20	102,81	111,41	116,02	119,13	121,23	

KOS IMPERIAL	150	250	350	450	550	650	750	850	950	1050	1150	HΜΕΡ. ΕΡΓΑΣ.
ΔΩΜΑΤΙΑ (1) ΔΩΜΑΤΙΑ (2)	101-200	201-300	301-400	401-500	501-600	601-700	701-800	801-900	901-1000	1001-1100	1101-1200	
	66,55	66,55	66,55	66,55	66,55	66,55	66,55	66,55	384,00	384,00	384,00	
	80,55	80,55	80,55	80,55	80,55	80,55	80,55	80,55	464,75	464,75	464,75	
ΚΟΥΖΙΝΑ	10,50	12,50	16,00	18,00	21,50	23,00	24,00	25,50	26,00	27,00	27,00	
Chef	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Ζεστή Κουζίνα	3,00	3,00	4,00	5,00	6,00	6,00	6,50	7,00	7,00	8,00	8,00	30
Κρύα Κουζίνα	1,00	1,00	1,50	1,50	2,00	2,50	2,50	2,50	2,50	2,50	2,50	30
Ζαχαροπλαστείο	1,00	1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,50	2,50	2,50	30
Χασάπικο		0,50	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Μπουφετζήδες Κουζ.	0,50	1,00	1,50	1,50	1,50	1,50	2,00	2,00	2,00	2,00	2,00	30
Εστιατόριο Προσωπικού				0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
Καθαρισμός Σκευών	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Πλυτήριο Πιάτων	2,00	2,00	3,00	3,00	4,00	5,00	5,00	6,00	6,00	6,00	6,00	30
Χορταρικά				0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
S.Chef	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΚΕΝΤΡΙΚΟ ΕΣΤΙΑΤΟΡΙΟ	6,16	9,27	13,38	15,98	19,09	21,70	23,81	25,91	28,02	30,13	32,23	
Ματρ	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Κάπταιν	1,00	1,00	1,00	1,50	1,50	2,00	2,00	2,00	2,00	2,00	2,00	30
Hostes			1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Σερβιτόροι Βράδυ	1,66	2,77	3,88	4,98	6,09	7,20	8,31	9,41	10,52	11,63	12,73	30
Μπουφετζής Εσπιατ.	1,00	2,00	3,00	3,00	4,00	4,00	4,00	4,00	4,00	4,00	4,00	30
Σερβιτόροι πρωί	1,50	2,50	3,50	4,50	5,50	6,50	7,50	8,50	9,50	10,50	11,50	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
SELF SERVICE	5,50	7,00	8,00	10,50	10,50	12,50	12,50	14,00	14,00	14,00	14,00	
Μαγείροι	1,00	1,50	1,50	2,00	2,00	2,50	2,50	2,50	2,50	2,50	2,50	30
Λάντζα	0,50	1,00	1,00	1,00	1,00	1,50	1,50	1,50	1,50	1,50	1,50	30
Μπουφές & Σνακ (PP)	1,00	1,00	1,00	1,50	1,50	1,50	1,50	1,50	1,50	1,50	1,50	30
0												30
0												30
Κάπταιν	1,00	1,00	1,00	1,50	1,50	1,50	1,50	2,00	2,00	2,00	2,00	30
Head Waiter												30
Σερβιτόροι	1,50	2,00	3,00	4,00	4,00	5,00	5,00	6,00	6,00	6,00	6,00	30
0												30
Ταμπλίστας	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΜΠΑΡ ΠΙΣΙΝΑΣ	3,00	3,50	6,00	7,50	9,50	10,50	12,50	13,50	14,50	14,50	14,50	
Μπάρμαν	1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Β. Μπάρμαν	0,50	0,50	1,00	1,00	2,00	2,00	3,00	3,00	3,00	3,00	3,00	30
Σερβιτόροι	1,50	2,00	3,00	4,00	5,00	6,00	7,00	8,00	9,00	9,00	9,00	30
Κρύα Κουζίνα				0,50	0,50	0,50	0,50	0,50	0,50	0,50	0,50	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
LOUNGE BAR	3,00	4,00	4,00	5,00	6,00	7,00	7,00	7,00	8,00	8,00	8,00	
Μπάρμαν	1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Σερβιτόροι	2,00	3,00	3,00	3,00	4,00	5,00	5,00	5,00	6,00	6,00	6,00	30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΜΠΑΡ ΠΑΡΑΛΙΑΣ-FISH REST.	0,00	0,00	5,50	6,00	7,00	11,00	11,00	12,50	12,50	12,50	12,50	
Μπάρμαν			1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Κάπταιν			1,00	1,00	1,00	1,00	1,50	1,50	1,50	1,50	1,50	30
Σερβιτόροι			1,00	1,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	30
Μάγειροι			1,50	2,00	2,00	3,00	3,00	4,00	4,00	4,00	4,00	30
Λάντζα			1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Ε.Ο.Κ.						2,00	2,00	2,00	2,00	2,00	2,00	30
Room servise	1,00	2,00	3,00	3,00	3,50	4,00	5,50	6,50	6,50	6,50	6,50	30
Head Waiter	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Σερβιτόροι		1,00	2,00	2,00	2,50	3,00	3,50	4,50	4,50	4,50	4,50	30
Μάγειροι							1,00	1,00	1,00	1,00	1,00	30
ΜΙΝΙ-BAR												30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
A la carte Restaurant	2,50	3,50	5,00	5,00	5,00	5,50	6,50	6,50	6,50	6,50	6,50	
Κάπταιν	0,50	0,50	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Head Waiter												30
Σερβιτόροι	0,50	0,50	1,00	1,00	1,00	1,00	2,00	2,00	2,00	2,00	2,00	30
Μαγείροι	1,00	2,00	2,00	2,00	2,00	2,50	2,50	2,50	2,50	2,50	2,50	30
Λαντζα	0,50	0,50	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00	30
Μουσικοί												30
Σ.Τ.Ε.-Τ.Ε.Ι.												30
Ε.Ο.Κ.												30
0												30
0												30
ΗΜΕΡ.ΕΠΙΣ.ΤΗΜΗ.	31,66	41,77	60,88	70,98	82,09	95,20	102,81	111,41	116,02	119,13	121,23	

Appendix 9

Semi-structured interview key questions

- Number of employees in department
- Core workers/seasonal workers/trainees ratio
- Staff retaining/training/hiring
- Department's benefits and career opportunities
- Conflicts
- Work distribution during the season
- Stress level and coping with stress