



**Intercultural Professional Development in Hospitality
AGREEMENT NUMBER – 2021-1-IE01-KA220-VET-0033351**

R1/A1: Needs Analysis

NATIONAL REPORT

PART 1: National Socio-Economic Report

Name of the Country: GREECE

1. What are the basic pillars of the national economy (References to agriculture, industry, construction, domestic market etc.)?

From being a traditional laggard in the uptake of anything digital, Greece has made **Digital Transformation** one of the four pillars of its National Recovery and Resilience Plan. The other three are: a) **Green Transition**; b) **Employment, Skills, and Social Cohesion**; and c) **Private Investment and Economic and Institutional Transformation**.

Greece's economy is based on the service sector (68,56%) and industry (15%), while the agricultural sector consists only 4,23% of the national economic output. The most important economic industries in Greece are tourism and merchant shipping.

The country's economy recovered strongly following the progressive lifting of containment measures from April 2021. By September, business confidence had recovered to post-financial crisis highs as businesses re-opened. International air arrivals during July-August reached more than 60% of their 2019 peak, boosting incomes and supporting the recovery of consumption and employment. Employment grew by 9.9% between April and September 2021. Although bank health improved as banks cleared 38% of their non-performing loans between March and June 2021, reducing the share of non-performing loans to 20.3%, new lending to the private sector slowed. Three agencies upgraded their rating of Greece's public debt to be close to investment grade. The annual rate of headline inflation rose to 3.4% in October, largely due to rising energy prices, while core inflation only rose to 0.2%.

The agricultural sector in Greece remains an important sector of economic activity and employment for Greece, with exports of agricultural products accounting for one third of total exports in Greece. It is characterized by small farms and low capital investment. Greek agriculture is centered in the plains of Thessaly, Macedonia and Thrace where corn, wheat, barley, sugar beets, cotton and tobacco are harvested. Main exports of agricultural products include fruits, vegetables, and olive oil while organic farming constitutes a priority for the sustainable development of the sector.

Greece's GDP is projected to increase by 6.7% in 2021 and just under 5% in 2022, before growth moderates in 2023. As containment measures eased in April 2021, economic activity rebounded, supported by a stronger-than-expected summer tourist season. Government support and investments will further contribute to the recovery of employment and consumption. High levels of spare capacity will likely limit the rise in inflation. A worsening in the health situation and investment delays would imperil the projected recovery. The government will continue to gradually withdraw emergency fiscal support measures as the sanitary situation evolves, while its recovery and resilience plan is expected to boost activity and productivity through investments in the green transition, upgrading digital infrastructure and skills, and supporting private firms' investments. Realizing the projected acceleration in investment will require resolving banks' remaining non-performing loans and tax credits, and improving the investment

climate and the public sector's performance. Sustaining the recovery will require activating workers and raising adults' skills to lift employment and productivity.

2. What is the situation of the labour market (employment rates, wages and salaries, employment of third country nationals, employment of European migrants etc.)?

The pandemic has had a particularly high impact on the labour market, and that impact increased during the last quarter of 2021. Absence from work and work at home increased while working hours were down compared to previous quarters of the year. Likewise, the number of people who did not work but were seeking work and who stated that they were not directly available to work increased. Absence from work increased mainly in the trade, hotels, restaurants, transport, and communications sectors, as well as the construction sector.

According to most recent data, there are 4.02 million people in employment while the number of jobseekers totals 750.000. The unemployment rate, as of December 2021 equals to 12,8% slightly under the rate of the previous year. The unemployment rate is highest among women, in persons aged 15 to 24 years, and among people that attended only a few years of school.

Most employees (67%) work with a salary while there is also a significant percentage of self-employed (21%) who do not have any staff. The part-time employment rate is almost 8% showing a considerable decrease over the last year together with the percentage of the temporary employment.

	Last Data	Previous Data	Unit	Reference
Unemployment Rate	12.80	13.40	%	Dec 2021
Employed Persons	4,015.38	4,053.35	Thousand	Dec 2021
Unemployed Persons	611.06	650.93	Thousand	Dec 2021
Part Time Employment	335.30	319.30	Thousand	Sep 2021
Full Time Employment	3,783.00	3,595.90	Thousand	Sep 2021
Employment Rate	86.79	86.16	%	Dec 2021
Job Vacancies	15,125.00	12,181.00		Sep 2021
Labor Force Participation Rate	15.80	51.30	%	Sep 2021

Source: Trading Economics, Greece Labor Force Participation Rate

The minimum wage, as of December 2021, is at 758.33 Euros per month

Immigration to Greece occupies 7.1% of the total country's population and around 9 to 11% of the registered Greek labor force are foreigners. Migrants make up 25% of wage and salary earners. It is estimated that, before the Greek financial crisis (2010), there were over one million foreign immigrants working in Greece. However, after a few years, foreign workers and their families started to leave due to the slump in the labour market and mainly in the construction industry. Latest figures show that almost 33% of jobs held by foreigners were lost and there are almost 700.000 immigrants legally in Greece of which almost 80% are believed to be economically active. The immigrant population consists of Albanians, Pakistani and Bangladeshi, and most recently Afghans, Iraqis, and Syrians.

3. What is the country's level in terms of economic and financial indicators such as stock exchange, financial results, national debt, and business service? (Where possible, please provide percentages from European or World Bank reports)

Despite the 9 years of memorandum austerity, Greek national debt continues to expand without any sight of restraint in the near future. By the end of the previous year (2021) national debt has risen by 87 billion euros while the increase of interest rates makes it even more difficult to pay off. According to the Public Debt Management Agency, Gross National Debt reached 388.34 billion euros by the end of December 2021 from 341.09 billion euros in 2019. However, national debt as a percentage of GDP has declined from 207.3% to 200.7%, succeeding the largest decrease in the European Union.

The country's GDP in 2021 increased faster than it was estimated by the European Commission, showing a 8.5% increase mainly due to the rise of exports, private consumption and tourism. This is the second-best performance in the EU and it is expected to continue in 2022 and 2023. However, the expected increase is estimated to slow down to 3.5%

Greece's annual inflation rate rose for the tenth consecutive month to 7.2% in February of 2022 from 6.2% in the previous month. It was the highest inflation rate since December of 1996 as prices advanced at a faster pace for food & non-alcoholic beverages; transport due to higher prices of fuel and lubricants; and housing & utilities on account of higher charges of electricity. Meanwhile, prices edged up for hotels, cafes and restaurants while remained steady for education. On the contrary, prices eased for clothing and footwear and continued to fall for communication. On a monthly basis, consumer prices rose 1.1%, rebounding from a 0.3% decline in the previous month. ([National Statistical Service of Greece](#)).

The value of Athens Stock Exchange market showed an increase throughout 2021, recording a 21.75% increase in October, as compared to the previous year. The General Index increased by 11.01 from the beginning of the year. Despite the fluctuations due to the pandemic, the value of the transactions increased by 14.11% in 2021.

Country Profile: Greece		
	2010	2020
Economy		
GDP (current US\$) (billions)	296.84	188.84
GDP growth (annual %)	-5.5	-9.0
Inflation, GDP deflator (annual %)	-0.2	-0.8
Agriculture, forestry, and fishing, value added (% of GDP)	3	4
Industry (including construction), value added (% of GDP)	15	15
Exports of goods and services (% of GDP)	22	32
Imports of goods and services (% of GDP)	29	40
Gross capital formation (% of GDP)	18	15
Revenue, excluding grants (% of GDP)	40.0	46.9
Net lending (+) / net borrowing (-) (% of GDP)	-11.0	1.5
States and markets		
Time required to start a business (days)	19	4
Domestic credit provided by financial sector (% of GDP)
Tax revenue (% of GDP)	20.4	26.2
Military expenditure (% of GDP)	2.8	2.8
Mobile cellular subscriptions (per 100 people)	112.9	109.5
Individuals using the Internet (% of population)	44.4	78.1
High-technology exports (% of manufactured exports)	12	13
Statistical Capacity Score (Overall Average) (scale 0 - 100)

Source: The World Bank, Greece.

Data from database: World Development Indicators, last update: 15/02/2022

4. What is the country's level in terms of social indicators such as education, health, employment and unemployment rates, participation, safety, and gender equality? (Where possible, please provide percentages from Eurydice or other European or World Bank reports)

The participation in early childhood education is 68.8% while early leavers from education and training account for 3.8% (year 2020). Greece has the highest enrolment rates in bachelor's programmes of all OECD countries, among 19 - 24-year-olds and the second highest rates among 25 - 28-year-olds. Tertiary education attainment rate has reached 43.7% in 2020, quite close to the 45% target the country has set for 2030. However, spending on education is low, but the EU Recovery and Resilience Facility provides significant investments and reforms in the Greek education, training, and skills system, including digital infrastructure and skills.

The Greek health system is quite complex and fragmented. Greece is on track to reach the target for the reduction of premature mortality from four noncommunicable diseases (cardiovascular diseases, cancer, diabetes, and chronic respiratory diseases). Life satisfaction, a measure of subjective well-being, is lower in Greece than the average EU. The government has reduced to half the per capita expenditure for health over the last decade, despite the fact that our population is aging.

With 52.2 out of 100 points, Greece ranks last in the EU on the Gender Equality Index. Greece's score is 15.7 points below the EU's score. Since 2010, its score has increased by 3.6 points, with a slight increase

of 1.0 point since 2017. Gender inequalities are most pronounced in the domains of power, time, and work, despite improvements since 2010. Key highlights in gender equality include: a slight decrease in the risk of poverty, an improvement in gender balance in economic decision-making, gender balance in parliament

The table below shows deprivations in selected indicators of current well-being.



Source: OECD (2020), How's Life? 2020: Measuring Well-Being

5. Are there any socio-economic threats to the country and its citizens?

During the last 2 years Greece has faced multiple social challenges. The leadership and multiple members of the neo-Nazi Golden Dawn party were convicted of running a criminal organization. Greece continued to host large numbers of asylum seekers while failing to protect their rights. Thousands are confined to the islands in abysmal conditions amid the Covid-19 pandemic under discriminatory lockdowns. A new law limits asylum seekers' access to protection. Unaccompanied children are often held in police custody or detention. Civil society organizations face legislative restrictions, while nongovernmental organizations (NGOs) and aid workers working with refugees are smeared by government officials. A new protest law unduly restricts the right to freedom of peaceful assembly. Survivors of gender-based violence encounter obstacles in seeking protection and justice. Law enforcement abuse remains a widespread practice. Hate crimes and anti-immigrant sentiment remain an issue. (Human Rights Watch, Greece Events of 2020)

6. What is the level of training of staff working in the tourism industry in terms of intercultural skills?

The Tourism industry is one of the most important industries in Greece accounting for 20.8% of GDP and 21.7% of total employment. Estimated revenues of the industry account for 17.7 billion euros, welcoming more than 31 million arrivals, not including cruises. Based on 2019 data, 85% of hotels in Greece employ up to 25 employees while on average for every 2.5 rooms a new position is being created. 24% of hotel employees have graduated from relevant Tourism Studies. The higher the ranking of the hotel the bigger the percentage of Tourism Studies graduates. During the summer of 2019, there were 21,821 available positions but only 73% of these were occupied. Most positions refer to housekeeping, management, head of department and sales/marketing. The tourism industry is not a very attractive working environment especially among young people. It is not considered prestigious, it is rather demanding, it is seasonal and there is not information about career development prospects.

Research conducted by the **Research Institute for Tourism**, has shown that the diversity, the peculiarities and needs of each hotel make it imperative for in-house training to familiarize employees with the operational standards of the hotel. Moreover, upskilling / reskilling and adaptability to new technology and circumstances are considered important characteristics of hotel employees.

There is no data on training hotel employees on intercultural skills in Greece.

REFERENCES

- OECD ECONOMIC OUTLOOK, VOLUME 2021 ISSUE 2: PRELIMINARY VERSION
- Greece Economic Snapshot <https://www.oecd.org/economy/greece-economic-snapshot/>
- Economic Dialogue with Greece, European Parliament
[https://www.europarl.europa.eu/RegData/etudes/IDAN/2021/689457/IPOL_IDA\(2021\)689457_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/IDAN/2021/689457/IPOL_IDA(2021)689457_EN.pdf)
- Hellenic Statistics <https://www.statistics.gr/the-greek-economy>
- Statistical Factsheet Greece
https://ec.europa.eu/info/sites/default/files/food-farming-fisheries/farming/documents/agri-statistical-factsheet-el_en.pdf
- Labour market information: Greece
https://ec.europa.eu/eures/public/living-and-working/labour-market-information/labour-market-information-greece_el
- Greece Labor Force Participation Rate <https://tradingeconomics.com/greece/labor-force-participation-rate>
- Greece Inflation Rate <https://tradingeconomics.com/greece/inflation-cpi>
- The World Bank <https://data.worldbank.org/country/GR>
- Education and Training Monitor 2021 <https://op.europa.eu/webpub/eac/education-and-training-monitor-2021/en/greece.html#annex1>
- Highlights on Health and Well-being: Greece, <https://www.euro.who.int/>
- Gender Equality Index 2020: Greece, European Institute for Gender Equality
- Greece Events of 2020, Human Rights Watch, <https://www.hrw.org/world-report/2021/country-chapters/greece>
- Employment in Greek Hotels (2021), Research Institute for Tourism
<https://www.itep.gr/en/review/employment-in-greek-hotels-2/>

PART 2: Analysis of Questionnaires

Name of the Country: **Greece**

Name of the institution: **Apostolina Tsaltampasi & SIA E.E.**

Number of participants (hotel staff): **26**

Number of participants (hotel guests): **28**

Questionnaire of Hotel Staff

Question 1: Country of Origin/Nationality

Answer	Response
Bulgaria	1 / 26
Cyprus	0 / 26
Greece	18 / 26
Ireland	0 / 26
Italy	1 / 26
Lithuania	0 / 26
Slovenia	0 / 26
Netherlands	0 / 26
Other	6 / 26
- Albania	2/6
- Serbia	1/6
- Armenia	1/6
- Pakistan	1/6
- Georgia	1/6

Question 2: Gender

Answer	Response
Male	12 / 26
Female	11 / 26
Gemale	1 / 26
No answer	2 / 26

Question 3: Age

Answer	Response
Under 20 years	3 / 26
20 - 30 years	13 / 26
30 - 40 years	5 / 26
40 - 50 years	3 / 26
Over 50 years	2 / 26

Question 4: Religion

Answer	Response
Christian Orthodox	16 / 26
Islam	1 / 26
Muslim	1 / 26
No answer	8 / 26

Question 5: In which country are you working?

Answer	Response
Bulgaria	0 / 26
Cyprus	0 / 26
Greece	26 / 26
Ireland	0 / 26
Italy	0 / 26
Lithuania	0 / 26
Slovenia	0 / 26
The Netherlands	0 / 26
Other:	0 / 26

Question 6: If other please name the country

Answer

Question 7: Which service area of the hotel do you work in?

Answer	Response
Reception	3 / 26
Food and Beverage	12 / 26
Housekeeping	4 / 26
Management	4 / 26
Other	4 / 26
- Personal Trainer, outdoors recreational activities	1 / 4
- Lifeguard	1 / 4
- Event Planner	1 / 4
- Security	1 / 4

Question 8: How often do you communicate with:

Answer	Not at all	Not very often	Often	Very often	Constantly
A) colleagues with a different cultural background	0 / 26	3 / 26	1 / 26	12 / 26	10 / 26
B) customers with a different cultural background	0 / 26	1 / 26	1 / 26	9 / 26	15 / 26

Question 9: How would you rate your competences against the following?

a) Communication

Answer	No Competence	Limited Competence	Sufficient Competence	Total Competence
Foreign Language Skills	2 / 26	7 / 26	11 / 26	6 / 26
Maintaining Professional Presentation (i.e. uniform)	0 / 26	1 / 26	11 / 26	14 / 26
Problem Solving Skills	0 / 26	2 / 26	10 / 26	14 / 26
Cross-Cultural Communication	0 / 26	4 / 26	14 / 26	8 / 26
Teamwork Skills	0 / 26	1 / 26	5 / 26	20 / 26
Active Listening Skills	1 / 26	0 / 26	7 / 26	18 / 26
Empathy Skills	0 / 26	5 / 26	11 / 26	10 / 26

Question 10. Please indicate the situations in which you encounter communication problems with colleagues and guests of different cultural backgrounds during your day-to-day work.

Answer	Response
Day to day chats	1 / 26
Communication about daily tasks	8 / 26
When discussing guests' complaints/requirements/requests	10 / 26
When communicating with other departments	7 / 26
Talking about emotions (e.g. anxiety, stress, depression, worries, dissatisfaction...)	3 / 26
Religious differences	3 / 26
Language barriers	8 / 26
Dress codes	4 / 26
Guests refusing/not able to communicate with me due to language/cultural differences	8 / 26
Guests refusing/not able to communicate with my colleagues due to language/cultural differences	6 / 26
Other:	0 / 26

Question 11. In the case one of your answers was "other", you have the opportunity to (optionally) provide more information here.

Answer

Question 12. If you wish, please describe situations in which you encountered any of the above in more detail.

Answer
Many colleagues and guests did not want to communicate with me because of my nationality and religion. I think they were afraid of me.
Guests complaining about amenities in the pool area in their mother language like Russian or Bulgarian which I am not familiar with
My position requires the coordination of many hotel departments (kitchen, restaurants, bars, staff, supplies, etc.) and there are many misunderstandings between colleagues, department managers and hotel owners. Disputes usually emerge on budget issues or on the development of menus
Difficulties in getting the message through because of language barriers, difficulties in convincing staff to always wear their uniforms and make sure they are clean
Since I am Bulgarian, I can fluently communicate with Bulgarian guests that do not speak English but other colleagues cannot communicate with them. As a result, they choose to come to me for every request
I am an Italian working in a Greek hotel. There are many language barriers although we all speak English. Many details are lost or misinterpreted
I only speak a little English and therefore it is difficult to communicate with foreign guests
When organizing events, usually weddings, all guests' requests must be satisfied because it is an important event for them. Many of my colleagues cannot understand the importance.
There is a problem when guests do not speak English. I was present in an incident where a lady from Russia could not verbally explain how she wanted her eggs and tried to describe it with hand movements to my colleague
Colleagues from other countries cannot comprehend the importance of following hotel rules, always wear our uniform and be presentable and neat. In many cases the communication between colleagues is not clear and those that do not speak English cannot transfer customer complaints and requests. There are many misunderstandings resulting in us giving the wrong picture to guests.
Many cleaning ladies of the hotel are from foreign countries (Bulgaria, Georgia, etc.) and do not speak Greek at all. As a result, many misunderstandings arise, or they do not understand their tasks
Colleagues from other departments many times cannot understand guests' requests and remain indifferent or make fun of them. Examples include providing a specific kind of mineral water, changing sheets more often or again, specific dishes or shopping for them outside the hotel, etc.
I am not fluent in Greek and sometimes I cannot understand guests or colleagues' requests
There were cases where the guest chose to place a request to the reception rather than to me; a request that could be satisfied directly from me. Guests believe I will not be able to understand because I am not very fluent in Greek and cannot speak English
Problems often arise when there are complaints or requests from guests, because each one is proposing a different way of satisfying requests resulting in delays
I try to communicate the stress and risks of my job to colleagues, but they don't seem to understand or sympathize with me

RUSSIAN GUESTS EVEN THOUGH THEY KNEW HOW TO COMMUNICATE IN ENGLISH, PREFER TO COMMUNICATE ONLY WITH THE RUSSIAN SPEAKERS COLLEAGUES.

Russians speak only in their language and makes it difficult to communicate with the staff. They beacome angry when you cannot understand their language.

Question 13: b) Emotional Intelligence

Answer	No Competence	Limited Competence	Sufficient Competence	Total Competence
Flexibility in dealing with guests	2 / 26	6 / 26	9 / 26	9 / 26
Flexibility in dealing with colleagues	0 / 26	1 / 26	19 / 26	6 / 26
Coping with negativity in the workplace	0 / 26	9 / 26	16 / 26	4 / 26
Adaptation to new challenges and situations	0 / 26	5 / 26	12 / 26	9 / 26
Flexibility of behaviour (i.e: different cultures/cultural diversity)	0 / 26	3 / 26	12 / 26	11 / 26
Understanding other people's feelings	0 / 26	2 / 26	13 / 26	11 / 26

Question 14. Please indicate the situations in which you encounter Emotional Intelligence related problems with colleagues during your day-to-day work.

Answer	Response
Difficulties expressing/discussing feelings with colleagues	10 / 26
Difficulties understanding someone's feelings	5 / 26
Difficulties managing stress during conflict with guests	4 / 26
Difficulties managing stress during conflict with colleagues	11 / 26
Difficulties dealing with guests and/or colleagues	0 / 26
Difficulties adapting to unexpected situations	4 / 26
Difficulties in managing discriminative behaviours towards me	10 / 26
Difficulties in managing discriminative behaviours towards my colleagues	2 / 26
Other: no problems encountered	0 / 26

Question 15. In the case one of your answers was "other", you have the opportunity to (optionally) provide more information here.

Answer

Question 16. If you wish, please describe situations in which you encountered any of the above in more detail.

Answer

I manage pretty good, make friends easily but if you are alone in a foreign country, living and working, you are looked upon like a foreigner and it takes at least a year before you feel settled. After that it is soo much easier. Alas sometimes your shere presence is a threath to collegues who are local but not capable enough. That is where discrimination sets in.
Conflict among colleagues is almost inevitable especially during high season. My stress is really high mainly in the beginning of summer when we all have to meet each other and get acquainted, see how each one works and functions within a team. In many cases people that are not team players create problems and I am forced to let them go
I have experienced discrimination by guests and colleagues due to the fact that I am very young
I get frustrated when colleagues are discriminative towards me, thinking they can make fun of me just because I don't understand Greek
There were case where my colleagues would build a wall and had no intention of hearing what I had to say to them, so from that point on I made no efforts to communicate with them
Hotel areas are really competitive and therefore many employers hide their feelings to keep their managers happy and not lose their position. In general, any kind of job in a hotel toughens you and is not easy to discuss feelings and show your weaknesses and fragility. Of course this entails the piling up of your feelings and high levels of stress.
Some guests think they have the right to offend housekeeping staff, talk down to us and have requests that are not included in hotel services
Conflicts between me and my colleagues are really stressful for me and I am left with a bad temper for the rest of the day. After all, I am the one responsible for satisfying customer needs and requests eve though I have to transfer the request to the appropriate department.
My colleagues do not understand my feelings. This is really stressful for me. In many cases they hurt my feelings when they talk about Pakistani people even though they are joking.
Some colleagues or guests act like I am not present. Don't pay any attention to me, don't talk to me or ask my opinion
I am discriminated by my colleagues because I am a woman and work in the kitchen. They don't give me complicated assignments because they think I am not able to complete them.

Question 17: c) Understanding other cultures

Answer	No Competence	Limited Competence	Sufficient Competence	Total Competence
Understanding the different cultural backgrounds of colleagues and customers	0 / 26	3 / 26	13 / 26	10 / 26
Co-operating with colleagues of different cultural backgrounds	0 / 26	1 / 26	12 / 26	13 / 26
Providing services to customers from different cultural backgrounds	0 / 26	0 / 26	10 / 26	16 / 26
Openness and acceptance of others	0 / 26	4 / 26	6 / 26	16 / 26
Knowledge of specific needs of different cultures (i.e.: daily	0 / 26	7 / 26	13 / 26	6 / 26

religious practices, dietary restrictions, greetings; etc.)				
---	--	--	--	--

Question 18: Please indicate the situations in which you encounter difficulties understanding other cultures of colleagues during your day-to-day work.

Answer	Response
Difficulties understanding colleagues' cultural backgrounds	4 / 26
Difficulties understanding guests' cultural backgrounds	8 / 26
Difficulties understanding and meeting guests' requests/expectations	5 / 26
Difficulties responding to cultural differences / cultural diversity	3 / 26
Low motivation to deliver service to customers of different cultural backgrounds	4 / 26
Low motivation to co-operate with colleagues of different cultural backgrounds	3 / 26
Refusal/Low motivation from customers to be served by me due to cultural differences / cultural diversity	5 / 26
Refusal/Low motivation from customers to be served by my colleagues due to cultural differences / cultural diversity	2 / 26
Other:	4 / 26

Question 19. In the case one of your answers was "other", you have the opportunity to (optionally) provide more information here.

Answer
the questionnaire should be more intelligent. If I answer that i do not have co-workers/employees with a cultural background, than I can also not encounter difficulties there.
I did not encounter any of the above situations due to my vast experience working and understanding different cultures
None of the above
I don't really have difficulties in understanding other cultures
Hopefully I have not faced anything similar to the above

Question 20. If you wish, please describe situations in which you encountered any of the above in more detail.

Answer
There are certain nationalities that do not accept to be served by me or join the activities due to cultural background
Due to my occupation I have to apply physical contact in cases of emergency. Some cultures do not accept that, especially if i have to touch a woman.
Many different cultural backgrounds coexist during high season and i is difficult to keep up with all the requests. Guests should keep in mind that they are visiting a foreign country which has its own culture and should respect local customs as well

The first time I had Chinese guests wanting to perform a wedding in our premises it was difficult to keep up with the menu and arrangements. I could not understand if they were happy about the choices we offered or not
There were cases of guests from Arabic Countries that would not accept service by female staff
Guests from all over the world demand that we are aware of their eating habits and offer food/dishes from the home countries
I have worked many years in hotels, and I have come across with guests of different nationalities and cultures. But if a new colleague coming from a country, I am not familiar with works with me then I am a bit hasty in the beginning. At least until I become familiar with her/his customs and habits.
In few cases male guests did not want to be served by a woman or in case there was both a man and a woman at the reception they turned their attention to the male colleague
Guests often stay away from me due to my nationality and the fact that I don't speak fluent Greek of English. In addition, I am really reluctant into serving them because I may not understand their exact request.
Guests often have certain requests I cannot understand. Despite that, I am always trying my best, have an open mind and do anything to please them.
I cannot understand why people from abroad visit Greece and still insist on eating the same food they eat at home and do not try the local cuisine. Isn't one of the goals of travelling to get in touch with the local culture?
I am not really familiar to other cultures or the differences between cultures. My job does not require different manipulations depending on the guest culture. Safety comes first.

Question 21. d) Openness to diversity

Answer	No Competence	Limited Competence	Sufficient Competence	Total Competence
Positive attitude towards guests	0 / 26	2 / 26	7 / 26	17 / 26
Positive attitude towards colleagues	0 / 26	0 / 26	11 / 26	15 / 26
Tolerance of cultural differences/diversity and habits/believes/behaviours/attitudes	0 / 26	4 / 26	10 / 26	12 / 26
Sociability to colleagues from different cultural backgrounds	0 / 26	2 / 26	11 / 26	13 / 26
Sociability to guests from different cultural backgrounds	1 / 26	3 / 26	7 / 26	15 / 26
Providing differentiated service according to diverse cultural and religious backgrounds	2 / 26	7 / 26	9 / 26	8 / 26
Awareness of own cultural background	0 / 26	2 / 26	14 / 26	10 / 26

Question 22. Please indicate the situations in which you encounter challenges /difficulties maintaining a positive attitude, tolerating or socializing with people from other cultures during your day-to-day work

Answer	Response
Difficulties maintaining a professional attitude when dealing with different cultural attitudes/habits/beliefs/attitudes of colleagues or guests	1 / 26
Difficulties when trying to learn more/understand more about a cultural background	12 / 26
Difficulties being social with colleagues/guests from other cultural backgrounds	5 / 26
Difficulties maintaining a positive attitude towards different cultural /practises	3 / 26
Negative attitude towards me due to cultural differences	6 / 26
Negative attitude towards my colleagues to cultural differences	3 / 26
Other:	3 / 26

Question 23: In the case one of your answers was “other”, you have the opportunity to (optionally) provide more information here.

Answer
Actually, I dont beleive that anything should distract you from having a positive attitude
It doesn't really have to do with cultural differences but with the fact that some guests in many cases have inappropriate behavior. However, this was not because of diversity but because of their character.
There hasn't been a situation where I could not maintain a positive attitude
There were cases where guests under the influence of alcohol, dressed completely inappropriate (with robes), sat in the hotel cafeteria, talked dirty and asked my manager where they can find drugs

Question 24: If you wish, please describe situations in which you encountered any of the above in more detail.

Answer
I want to explore different cultures. I want to learn but because I am open to differences, I find it difficult to learn that nog everybody is open. Neither towards me nor towards other cultures or believes.
Colleagues couldn't understand why I have to pray so many times per day or why I am fasting
There will always be a colleague or a guest that has a negative attitude towards me but i try not to give much importance. It is just their weakness
It is very difficult to me to maintain a positive attitude when foreign people from different cultures act as if they don't respect local culture or hotel rules.
I find it rather difficult to learn more about a different culture/civilization and I don't mean visiting a webpage on the internet. I refer to speaking with a local that can describe habits, customs, culture, etc.

Questions 25. e) Conflict Resolution

Answer	No Competence	Limited Competence	Sufficient Competence	Total Competence

Managing Interactions with colleagues of different cultural backgrounds	0 / 26	7 / 26	14 / 26	5 / 26
Managing Interactions with guests with different cultural backgrounds	2 / 26	8 / 26	10 / 26	6 / 26
Adapting to different cultural backgrounds (for both colleagues and guests)	0 / 26	8 / 26	10 / 26	8 / 26
Coping with stress/anxiety/maintaining professional attitudes in challenging situations	2 / 26	10 / 26	11 / 26	3 / 26

Questions 26: Please indicate a situation in which you encounter conflict between yourself and a colleague or a guest/customer and how it was resolved.

Answer	Response
Arguments/Misunderstandings because of a cultural difference with guests	8 / 26
Arguments/Misunderstandings because of a cultural difference with colleagues	10 / 26
Accidental offence due to lack of cultural knowledge	8 / 26
Discrimination from a colleague due to a different cultural background	4 / 26
Discrimination towards a colleague due to a different cultural background	4 / 26
Discrimination from a guest due to a different cultural background	6 / 26
Discrimination towards a guest due a to different cultural background	1 / 26
Provocative behaviour towards a colleague due to cultural differences	3 / 26
Reacting negatively to a cultural incident / misunderstanding	4 / 26
Other:	0 / 26

Question 27. In the case one of your answers was “other”, you have the opportunity to (optionally) provide more information here.

Answer

Question 28. If you wish, please describe situations in which you encountered any of the above in more detail.

Answer
Some of my colleagues have spoken badly about people of my nationality because they think we are bad and have criminal behavior. In many cases we discussed thoroughly about their beliefs and after working with me for a while they realized they were wrong.
A guest implied that I offer more services than just training

Some guests think that accept from a lifeguard I am also a waiter or responsible for satisfying their requests by the pool
A colleague of mine thought that we treated differently because of her nationality
In many cases guests from countries in which women must be covered, whether in the hotel area or at the beach, were treated with weird and judgmental looks
The hotel Chef has a discriminative behavior to cooks or cleaning ladies of different nationalities. He uses offensive language.
I had a few customers that reacted badly to our routine safety check and to our informative session on safety rules.

Question 29: f) Uncertainty Management

Answer	No Competence	Limited Competence	Sufficient Competence	Total Competence
Establishing Interpersonal relations	0 / 26	8 / 26	11 / 26	7 / 26
Self-awareness of other people and their cultures	0 / 26	6 / 26	13 / 26	7 / 26
Commitment to providing the best service	0 / 26	2 / 26	11 / 26	13 / 26
Commitment to maintaining good relations with colleagues of different cultures	0 / 26	2 / 26	16 / 26	8 / 26
Commitment to maintaining good relations with guests of different cultures	0 / 26	1 / 26	14 / 26	11 / 26

Question 30: Please indicate a situation in which you encounter challenges/difficulties developing and maintaining interpersonal relations with customers and colleagues.

Answer	Response
Uncertainty when engaging with colleagues due to cultural differences	6 / 26
Uncertainty when engaging with guests due to cultural differences	7 / 26
Uncertainty on how to maintain good relations with colleagues from other cultural backgrounds	4 / 26
Uncertainty on how to maintain good relations with guests from other cultural backgrounds	5 / 26
High stress when building good relations with colleagues	11 / 26
High stress when building good relations with guests	10 / 26
Low motivation to commit to provide the best service possible	2 / 26
Low motivation from customers to engage with me	6 / 26
Other: None of the above	1 / 26

Question 31: In the case one of your answers was "other", you have the opportunity to (optionally) provide more information here.

Answer

Question 32: If you wish, please describe situations in which you encountered any of the above in more detail.

Answer
I think, sometimes it is difficult to foresee for other colleagues how to approach new interns from a different cultural background. How to start a good work relation with this colleague and what are their values. It never leads to difficulties, but you can see that some colleagues feel a bit insecure.
Every summer season and every new hotel I work for I struggle to make colleagues trust me and consider me an equal.
When serving guests with a cultural background I haven't met before I am very careful. In the beginning of my career, I have once proposed a veal plate to people from India, not knowing they are not allowed to eat it. So, I try to be well prepared in advance.
In general customers/guests are not really interested in developing personal relations and therefore there is not much motivation. The truth is that while the staff is stressed about developing and maintaining good interpersonal relationships with guests, the guests are not very interested.

Question 33: Does your organisation support the Intercultural Development / Awareness / Sensitivity of the workplace?

Answer	Response
Yes	10 / 26
No	16 / 26

Question 34: If 'Yes', please elaborate how: (i.e. trainings, coaching, mentoring, team-building activities etc.).

Answer
Through training and mentoring from the supervisors.
"Seminars
Team buildings"
Training, seminars
Trainings
Working every summer season in Greek island, the collaboration with people of different cultural background and religious beliefs is given. It is quite common; it does not make any difference and no special reference should be made on these issues
They hire people with diverse cultural background, nationality and religion and the owners / managers are very sensitive to issues that arise
The hotel uses a lot of coaching and mentoring. I myself offer a lot of information to newcomers.
Through mentoring and team building activities like sports, dinners, short trips
Mentoring and coaching mainly

Hiring staff with different cultural backgrounds
Training in collaboration with the hotelier company
My hotel's culture includes the understanding of cultural differences between countries as well as the guidance for gathering information for other cultures and customs. The company supports the dispersion of knowledge and experience.
At the beginning of every summer season, managers inform us and guide us on cultural diversity and cultural differences we might come across and how we can handle them. Throughout the working period we have the choice of asking for advice from hotel management
Through coaching, consulting and mentoring. Although this is not always effective.

Question 35: Have you attended any Training Seminars/Courses/Programmes on Intercultural Development of the Hospitality Industry in your country?

Answer	Response
Yes	1 / 26
No	25 / 26

Question 36: If 'Yes', how often and if you can, please provide information on the course (Programme Title, Duration)

Answer
Cyprus Philoxenia

Question 37: What topics would you like to have included in Training Seminars/Courses/Programmes on Intercultural Development of the Hospitality Industry in your country?

Answer
Respect, Ideology, Commonalities
Stress – Client Psychology – Crisis Management
Multicultural approach in cuisine area with colleagues and guests. How to cope with people of other countries with other religion, traditions, etc
None
How to deal with your stress and anxiety when you deal with colleagues and guests of different cultural background, how to get more information on other cultures, beliefs and habits
How to respect other nationalities, cultures and religions how not to discriminate colleagues of different cultural background - share the same opportunities
How to respond to an offensive behavior
Understanding different cultures, rules, and habits
Anything that has to do on how to treat people with different cultural backgrounds.
How to deal with Cultural Diversity
Things that are widely acceptable from the majority of cultures
Developing good relations with guests and colleagues of different cultural background
How to be a leader in a culturally diverse team of employees
I don't know
How to respect others' cultural background / How to learn more about different cultures

The characteristics of other cultures
Communication and Comprehending techniques
The importance of body language and gestures in communication How to communicate criticism to colleagues of different cultural background without being offensive
Understanding and respecting cultural diversity Ways to deal with discrimination within a hotel
Managing the stress created by getting in touch and not getting accepted by guests and colleagues of different cultural backgrounds How to respect other cultures and accept differences How to handle a conflict
Information about customs of other cultures and religions Ways of communication without offending others Learning basic appealing phrases in foreign languages connected to cultural diversity
How to work with colleagues, of different cultural background and nationality, in harmony How to deal with discrimination towards a third person in the workplace
Languages
Training on other cultures
Emotional Intelligence Topics, and human behavior.
How to encourage guest and colleagues to speak more open about their culture, religion, to cross the barriers and prejudices. Also for us, how we can understand different cultures and their believes
Respect, Ideology, Commonalities
The importance of human rights, the beauty of multiculturalism, the acceptance of everyone's differences
polite conversation
Intercultural challenges facing the hospitality industry
Good intercultural practices

Question 38: Have you ever used any Desktop/Mobile applications or accessed digital content aimed at the Intercultural Development of the Hospitality Industry?

Answer	Response
Yes	1 / 26
No	25 / 26

Question 39: If 'Yes', please provide information on the applications/content, you have used:

Answer

Question 40: Do you have any other comments?

Answer
Good Luck!

I wish useful things come out of this survey, because we surely need help on these issues
Thank you
Great questionnaire although a bit pessimistic. There are not any positive choices available.
Thank you very much. Hope you can draw significant and useful results from your research
Good Luck!

Main findings

✓ Profile of the respondents

The questionnaire was sent to a list of the most popular hotels in Thessaloniki, Athens and Greek islands, it was uploaded to the Facebook group page of “Stories of Hotel Employees” and it was shared through OECON Facebook page.

Almost 70% of the staff that replied to the survey are Greeks while 30% are of different nationality like Bulgarians, Albanians, Serbians, Georgian and Pakistani. The Greek Tourism sector attracts employees from all over the world. Hotels are seeking staff that is willing to work for lower salaries. They have found a way to employ people from Bulgaria in Greece and still pay Bulgarian salaries and social security.

As far as the gender is concerned, there is almost the same number of male and female employees, while 12% either did not answer or stated “gemale”.

Half of the respondents are in the 20-30 age group while almost 20% are either in the 30-40 or over 40 age group. A very small amount is from the under 20 age group mainly due to the fact that people are still studying.

62 of the respondents are Christian Orthodox, the dominant religion in Greece, while 31% did not give an answer.

The largest percentage (46%) of the respondents work in the Food & Beverage and the remaining are almost equally categorized in the remaining areas (housekeeping, Management, etc.). The lowest participation is from the reception area. Chefs, pastry chefs, cooks and other kitchen staff has gained a remarkable attention during the last years in Greece mainly due to promotion through the tv, reality shows and the popularity of the Greek gastronomy.

✓ Communication Competences

Most participants suppose that they have sufficient or total competence in the different communication skills presented. However, it should be note that a significant percentage stated that they have limited competence in foreign language skills and empathy skills. Foreign language skills are never enough for the Greek Tourism Sector since each year we welcome a diverse group of tourists while empathy skills are quite limited due to the fact that the sector is quite competitive and challenging and hardens people. Most respondents had trouble when discussing guests’ complaints/ requirements or requests and communicating about daily tasks.

- *Stress points*: language barriers between guests and staff, importance of guests’ requests

✓ Emotional Intelligence

Although sufficient and total competence again gathers the highest percentage, there is a noticeable number of participants (34%) that can not cope with the negativity in the workplace

and have little flexibility in dealing with guests. Managing stress in conflicts with colleagues (42%) seems to be the most important situation employees have faced along with expressing feelings and manage discrimination.

- **Stress points:** stress management, discrimination (gender, nationality, position level) among colleagues, discriminative behavior from guests to staff

✓ **Understanding other cultures**

Most participants are confident about their skills in understanding other cultures although a noticeable percentage of 27% believe that they are unfamiliar to the specific needs of each culture. Most of them have encountered difficulties in understanding guests' cultural backgrounds.

- **Stress points:** Gestures and behaviors that are acceptable from other cultures, eating habits

✓ **Openness to diversity**

Respondents seem to be somewhat open to diversity maintain positive attitude to colleagues and guests from different cultures but a significant percentage of 35% seem to have little or competence in providing a differentiated services due to diverse cultural of religious backgrounds. Moreover, employees find it difficult to learn or deeply understand another culture and have experienced negative attitude due to cultural differences.

- **Stress points:** Maintaining a positive attitude, access to useful information about other cultures

✓ **Conflict Resolution**

Many employees believe that they have little competence in conflict resolution skills. More than 46% state that they have little or no competence in coping with stress / anxiety and maintaining professional attitude. Most respondents encountered a conflict with colleagues or guests due to cultural differences and offended someone / got offended due to lack of cultural knowledge.

- **Stress points:** stress management, offensive behavior

✓ **Uncertainty Management**

Respondents feel that have limited competence in establishing interpersonal relations (31%) but seem really committed to providing the best service and maintain good relations with guests. However, this creates a lot of stress and anxiety to almost 42% of the participants.

- **Stress points:** developing trust and work ethics

✓ **Intercultural Training**

Only 38% of respondents state that their organization supports Intercultural development but mainly through mentoring, coaching and team building activities. In many cases employees feel confident in getting advice from supervisors and managers.

Only 1 respondent out of 26 has attended a training seminar on intercultural development., Proposed topics for a Training Course include:

- ❖ Stress and crisis management due to cultural diversity
- ❖ Multicultural approach to cuisine
- ❖ Understanding different cultures
- ❖ Behavioral issues to colleagues an guests of different cultures
- ❖ Communication and comprehension techniques
- ❖ Body language and gestures

❖ Etc.

Questionnaire of hotel guests

Question 1: Country of Origin/Nationality

Answer	Response
Bulgaria	3 / 28
Cyprus	2 / 28
Italy	2 / 28
Slovenia	2 / 28
Netherlands	1 / 28
Romania	4 / 28
Spain	2 / 28
North Macedonia	1 / 28
UK	5 / 28
France	1 / 28
Poland	1 / 28
Germany	1 / 28
Albania	1 / 28
Australia	1 / 28
Canada	1 / 28

Question 2: Gender

Answer	Response
Male	11 / 28
Female	16 / 28
No answer	1 / 28

Question 3: Age

Answer	Response
Under 20 years	0 / 28
20 - 30 years	8 / 28
30 - 40 years	9 / 28
40 - 50 years	7 / 28
Over 50 years	4 / 28

Question 4: Religion

Answer	Response
Christian Orthodox	8 / 28
Roman Catholic	1 / 28
Atheist	1 / 28
No religion	2 / 28

No answer	16 / 28
------------------	---------

Question 5: Which partner country does your experience as a hotel guest relate to?

Answer	Response
Bulgaria	0 / 26
Cyprus	0 / 26
Greece	28 / 28
Ireland	0 / 26
Italy	0 / 26
Lithuania	0 / 26
Slovenia	0 / 26
The Netherlands	0 / 26
Other	0 / 26

Question 6: If other please name the country

Answer
Bulgaria, Italy, Slovenia, Netherland, France

Question 7: How often do you stay at hotels?

Answer	Response
Not very often	14 / 28
Often	11 / 28
Very often	3 / 28

Question 8: To what extend do you agree with the following statements?

a) Front Desk/Reception

Answer	Strongly disagree	Disagree	Agree	Strongly Agree
I have encountered miscommunication at the reception due to different language	10 / 28	11 / 28	5 / 28	2 / 28
I have encountered unprofessional behavior at the reception	8 / 28	16 / 28	3 / 28	1 / 28
I have experienced a different treatment because of my nationality	12 / 28	12 / 28	3 / 28	1 / 28
I have experienced a different treatment because of my religion and/or cultural background	15 / 28	12 / 28	1 / 28	0 / 28

I have experienced staff with negative attitude and low motivation to interact with me	6 / 28	18 / 28	4 / 28	0 / 28
I felt accepted and understood	1 / 28	3 / 28	17 / 28	7 / 28
Inflexibility in the service to accommodate my needs in a respectful manner	4 / 28	17 / 28	7 / 28	0 / 28

Question 9: Is there a particular incident (misunderstanding) that you would like to share with us?

Answer
Invoice was asked many times after payment
During check in some troubles understanding each other, but this didn't lead to any dissatisfaction from my side
There was a lack of communication due to the language barrier
I understand English, but I can't speak it well and the staff at the reception did speak German so they cannot understand me very well and we had some problems in communication
The front desk manager refused to answer my 6-year-old son his question about wi-fi because his English was not "good enough" for him.
In some cases, the reception was a bit rude and couldn't understand what we were saying due to our pronunciation.
A bit of confusion due to my French accent due to the fact I had to speak english and not French

Question 10:

b) Food and Beverage

Answer	Strongly disagree	Disagree	Agree	Strongly Agree
I have encountered miscommunication at the reception due to different language	9 / 28	15 / 28	3 / 28	1 / 28
I have encountered unprofessional behavior at the reception	7 / 28	16 / 28	5 / 28	0 / 28
I have experienced a different treatment because of my nationality	10 / 28	10 / 28	8 / 28	0 / 28
I have experienced a different treatment because of my religion and/or cultural background	15 / 28	11 / 28	1 / 28	1 / 28
I have experienced staff with negative attitude and low motivation to interact with me	8 / 28	13 / 28	7 / 28	0 / 28
I felt accepted and understood	2 / 28	4 / 28	17 / 28	5 / 28
Inflexibility in the service to accommodate my needs in a respectful manner	6 / 28	15 / 28	6 / 28	1 / 28

Question 11: Is there a particular incident (misunderstanding) that you would like to share with us?

Answer
daily special plate was not given
Didn't use any F&B in this hotel
Due to the Language barrier it was difficult to give an order and hard to decide on food
Occasionally the language barrier made it difficult to get across the message that I was vegetarian
There was no vegan dish in breakfast and when I asked the staff to prepare something vegan, they were dissatisfied.
Not fully prepared on time to serve guests, poor quality trying to deceive us because we were not locals
People in the food and beverage area (chefs, cooks, waiters, etc) always check if everything is all right and in some cases asked if I would prefer something I cannot find on the menu or the buffet so that they can prepare for the next day

Question 12:

c) Housekeeping

Answer	Strongly disagree	Disagree	Agree	Strongly Agree
I have encountered miscommunication at the reception due to different language	11 / 28	12 / 28	4 / 28	1 / 28
I have encountered unprofessional behavior at the reception	11 / 28	14 / 28	3 / 28	0 / 28
I have experienced a different treatment because of my nationality	15 / 28	12 / 28	1 / 28	0 / 28
I have experienced a different treatment because of my religion and/or cultural background	16 / 28	12 / 28	0 / 28	0 / 28
I have experienced staff with negative attitude and low motivation to interact with me	12 / 28	13 / 28	2 / 28	1 / 28
I felt accepted and understood	0 / 28	4 / 28	19 / 28	5 / 28
Inflexibility in the service to accommodate my needs in a respectful manner	5 / 28	17 / 28	6 / 28	0 / 28

Question 13: Is there a particular incident (misunderstanding) that you would like to share with us?

Answer
Didn't see housekeeping during my stay
In some hotels I have stayed, the cleaning ladies did not speak English and we couldn't communicate at all.

Question 14:

d) Management

Answer	Strongly disagree	Disagree	Agree	Strongly Agree
I have encountered miscommunication at the reception due to different language	16 / 28	10 / 28	1 / 28	1 / 28
I have encountered unprofessional behavior at the reception	12 / 28	13 / 28	2 / 28	1 / 28
I have experienced a different treatment because of my nationality	14 / 28	12 / 28	2 / 28	0 / 28
I have experienced a different treatment because of my religion and/or cultural background	14 / 28	14 / 28	0 / 28	0 / 28
I have experienced staff with negative attitude and low motivation to interact with me	9 / 28	15 / 28	4 / 28	0 / 28
I felt accepted and understood	0 / 28	4 / 28	18 / 28	6 / 28
Inflexibility in the service to accommodate my needs in a respectful manner	6 / 28	14 / 28	6 / 28	2 / 28

Question 15: Is there a particular incident (misunderstanding) that you would like to share with us?

Answer
Didn't speak or see anyone from management (I think)
The management was not very patient with attempts to translate languages

Question 16: Do you have any other comments?

Answer
I always felt good in Greek hotels, both in Athens, Thessaloniki, Volos, Chios or Ouranoupolis.
We love the Greek culture, wine, food, but most of all the people of Greece - Fabulous Country!
Having menus and signs that translate into different languages would be very useful to all foreign visitors
Generally have always experienced courteous and accommodating team members during my hotel experiences, across the board, who are focused on ensuring you have a pleasant stay!
Generally my experience has been very lovely and positive, with respectful and pleasant interactions.
Generally speaking, Greece is well known for its hospitality! The staff in hotels try to do their best, in order to accommodate our needs. The only issue that I faced is that the vast majority of the staff speak English and not German, so I faced some problem in communication

Main findings

✓ **Profile of the respondents**

The questionnaire was distributed to partners and associates that have worked with us in EU programmes, have traveled to Greece for business and stayed in Greek hotels. In addition, we have conducted friends from abroad that have stayed in Greek hotels for summer vacations.

We have received answers from 15 nationalities. The participations are rather scattered but most dominant countries are:

- UK with almost 18%
- Romania with almost 15%
- Bulgaria with almost 11%

Most respondents (57%) are female while 86% come from the 20-50 age range, with the 30-40 age group being the most popular. 57% of participants did not state their religion and from the remaining more than 60% are Christian Orthodox.

✓ **Front Desk / Reception**

The overall picture in this section is quite good. Most respondents seem rather satisfied by their service of the hotel reception. The negative results that stand out refer to the inflexibility in the service to accommodate their needs in a respectful manner (25%) and miscommunication due to language barriers (18%). However, most guests shared incidents and commented on miscommunication due to language barriers

✓ **Food and Beverage**

In the Food and Beverage department, guests feel that they have experienced a different treatment because of their nationality (almost 30%) and more than 20% have experience inflexibility in accommodating their needs. Incidents presented include, once more, the inability to communicate due to language barriers as well as the inability to satisfy special dietary preferences.

✓ **Housekeeping**

Likewise, guests are mainly satisfied by the service in housekeeping with a minor exception in the flexibility of accommodate their special needs (21%). Comments include language barriers between guests and cleaning ladies.

✓ **Management**

The same goes for the services offered by managers where guests experienced either a total absence of managerial staff or impatience to translate and ease the communication.

✓ **Overall Comments**

In general, guests find the stay in Greek hotels quite pleasant and hotel staff always eager to service and satisfy their needs. They loved the food, the culture, Greek people behavior and hospitality. For sure, guests will be totally satisfied if they could speak their own language.