BRANDING CYPRUS – A STAKEHOLDER IDENTIFICATION PERSPECTIVE

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Abstract

This paper adopts qualitative, exploratory methodology in order to explore the branding of Cyprus from a stakeholder identification perspective. Drawing primarily on the literature from the fields of nation branding and corporate communications, we develop a conceptual framework for the identification of the range of diverse stakeholders whose interests need to be accommodated and nurtured within the overall strategy for branding a county, in this case Cyprus. Triangulation of data is achieved in this study through the use of secondary sources such as relevant websites and printed materials including books and brochures, as well as primary sources comprising interviews with stakeholders involved in the branding of Cyprus. As with many other Mediterranean countries, Cyprus relies heavily on the tourism sector. Shipping represents the other key pillar of the contemporary Cyprus nation brand. However, this paper also investigates other potential dimensions of the Cyprus brand that have to date been under-utilized because of the absence of certain stakeholder groups from the country' nation branding strategy. This array of potential stakeholders reflects the wide-ranging nature of nation branding, which is a far broader field than traditional tourism or destination branding. A comprehensive nation branding strategy requires collaboration and communication between not only the public and private sector, but also between the various state agencies tasked with securing the nation's economic well-being. These agencies typically include a national tourism office, an export promotion agency, and an inward investment agency. All of these stakeholders need to be identified and invited to participate in an inclusive overall nation branding strategy. This paper explores the extent to which such inclusiveness pertains in the case of the nation branding of Cyprus. We also propose a number of strategic options for the future branding of Cyprus.

Branding Cyprus – A Stakeholder Identification Perspective

Introduction

The application of branding techniques to places has become increasingly prevalent over recent years. Place branding may focus on cities, regions, or whole nations. From the smallest village to the largest country, place branding is now frequently seen as a means to create differentiation in the eyes of target audiences and to contribute to the achievement of economic development through boosting exports, attracting inward investment, and promoting tourism. In this paper, we examine the branding of Cyprus, a relatively small nation located in the eastern Mediterranean. For our examination of Cyprus' branding, we adopt a stakeholder identification perspective as described in a later section of the paper.

Our article is structured as follows. First, we provide an overview of the key issues in nation branding, highlighting the importance of managing country image as well as noting the political challenge of developing a successful nation branding strategy. Next, we apply a stakeholder perspective to the practice of nation branding, focusing on the twin dimensions of stakeholder identification and stakeholder salience. We then examine the concept of nation branding stakeholder identification in the context of one country, specifically, Cyprus. We describe and justify our chosen methodology, present and discuss our findings, and conclude with a discussion of a number of strategic options for the future branding of Cyprus.

Key issues in nation branding

Can nations be treated as brands? Are strong and charismatic nation brands likely to compete more effectively on the global stage? Would a strong nation brand help a country achieve better results in tourism, foreign investment or international politics? These are key issues in nation branding (Kotler and Gertner, 2004).

To consider the above, it is important for policymakers, academics or diplomats to rise above the initial skepticism that is caused by connecting marketing and branding terms to the concept of nations (Olins, 2004). A strong brand creates a unique set of characteristics and added values that helps a product or service differentiate from the competition and win a preferred space in the mind of the consumer (Aaker 1996; Aaker and Joachimsthaler, 2000). In similar terms, a nation that manages its reputation organically and applies a seamless long term strategy in the way it is positioned, portrayed or represented can enjoy an enhanced international image and achieve its

objectives in the global marketplace (Kotler and Keller, 2006). The management of country image has assumed an important role over recent years (Papadopoulos, 2002; Roth and Diamantopoulos, 2009). It can also be claimed that a country that does not work on managing its image and reputation may have a difficult time attracting economic and political attention (Van Ham, 2001). Although still an unfamiliar concept to many policymakers, more and more countries around the world are embracing the techniques of nation branding in order to pursue goals such as export promotion, tourism promotion, and the attraction of inward investment (Dinnie, 2008).

Nation branding is thus becoming an area of growing importance for politicians, academics and strategic communications professionals alike. However, the process of integrating a marketing and communications approach to the objectives and ambitions of policymakers may present serious challenges. Firstly, it is important to understand that countries – like brands – do not operate in a vacuum. Countries are often part of international organizations or subgroups within organizations with several complementary or conflicting agendas. Therefore, the image and positioning of the nation may be in constant shaping and different aspects of the nation's identity may be coming into focus on the international stage (O'Shaughnessy and Jackson, 2000). Secondly, governmental changes may often result in changes of the public and political agenda within a country and this will impact upon such a politicized activity as nation branding strategy development. Thirdly, the legitimacy of those engaged in managing a country's reputation is a key prerequisite to justifying – let alone embracing – practices of nation branding in the eyes of the country's citizens (Dinnie, 2008). It is therefore incumbent upon the political leaders of the country who decide to engage in nation branding activities to try to establish a national consensus and a long term strategy that can be embraced by all key stakeholders, thus justifying the commitment of financial and human resources to designing and implementing nation branding strategies. Finally, a key challenge for the area of nation branding has been its vocabulary, that is often perceived as cynical or too market-oriented. Therefore, it is not unusual for researchers to suggest alternative terms, such as 'reputation management' or 'competitive identity' (Anholt, 2007).

A stakeholder perspective

The importance of a stakeholder orientation is well established in the general management literature (Greenley and Foxall, 1997; Fombrun *et al*., 2000; Christensen, 2002; Van Woerkum and Aarts, 2008). Cornelissen (2004: 59) provides a useful definition of stakeholders as 'groups that are themselves affected by the operations of the organization, but can equally affect the organization, its operations and performance'. Organizations need to identify their various stakeholders and also grade the salience of their stakeholders in order to establish appropriate relationships and communications with regard to each stakeholder group based on managers' perceptions of the power,

legitimacy and urgency of each group (Mitchell *et al.*, 1997). In an examination of Mitchell *et al.*'s power, legitimacy and urgency framework, Parent and Deephouse (2007) find that power has the most important effect on salience, followed by urgency and legitimacy.

In the context of nation branding, stakeholder identification and perceived salience are even more complicated tasks than in a single company corporate environment, given the multiplicity and almost infinite range of potential stakeholders in the nation brand. Every citizen can be regarded as a stakeholder, as well as every organization operating within any given country. This perspective implies a fully inclusive stakeholder (FIST) approach (Dinnie, 2008) as shown in Figure 1. The FIST approach acknowledges the diverse range of potential stakeholders in the nation brand, key amongst which is the country's government. Only the government has the authority and the legitimacy to establish the parameters of the nation branding strategy. However, there needs to be a strong level of public-private sector collaboration in order to maximize the chances of a successful strategy formulation and implementation. The public sector organizations most closely involved in a country's nation branding strategy would normally include the national tourism organization, the inward investment agency, and the export promotion agency. The country's diplomatic service should also be an active participant in the country's nation branding strategy, as any country's embassy network represents a potentially powerful network for positive representation of the nation abroad. From the private sector, important stakeholders in the nation brand include trade associations, chambers of commerce, and individual companies. In addition to the public and private sectors, the third key pillar in terms of stakeholder groups is civil society, in the form of organizations such as diaspora networks and various not-for-profit organizations.

The nation branding of Cyprus

As with many other Mediterranean countries, Cyprus relies heavily on the tourism sector. Shipping represents the other key pillar of the contemporary Cyprus nation brand (Department of Merchant Shipping, 2007). However, there exist other potential dimensions of the Cyprus brand that have to date been under-utilized because of the absence of certain stakeholder groups from the country' nation branding strategy. This array of potential stakeholders reflects the wide-ranging nature of nation branding, which is a far broader field than traditional tourism or destination branding.

When investigating countries as brands, an informed researcher could start by consulting the Nation Brand Index (www.nationbrandindex.com) that is published every year by Simon Anholt in cooperation with Global Market Insite Inc. The index ranks many of the world's nation brands by surveying 25,000 people in 35 nations. However, Cyprus is not included in the index, perhaps due to its small size. A population of almost one million people – a mixture of Greeks and Turks - reside on what is the third largest island in the Mediterranean Sea after Sicily and Sardinia, and which in 2004 became the

southern end of the European Union. Cyprus is perhaps better known for being the birthplace of Aphrodite (although at least three Greek islands would disagree) and for having political problems with Turkey. Currently about 36% of the northern part of the island is occupied by Turkish troops and inhabited by a separate Turkish Cypriot entity that is only recognised by Turkey and is referred to as 'The Turkish Republic of Northern Cyprus'. This situation – which is usually referred to as the 'Cyprus issue' by both Cypriots and Greeks and increasingly by the international community since the country's accession to the EU in 2004– the dichotomy of the island, and Nicosia being advertised as 'the last divided capital of Europe', seems to have formed perceptions about the country for many years. Those who enjoy a wider knowledge of gastronomy would add the word 'haloumi' (a local type of cheese) next to the word Cyprus and this is where the list of most recognised brand attributes of Cyprus would come to an end.

However, there is a lot more to the Cyprus brand. The country that triumphed in joining the European Union in 2004 also possesses a great shipping industry which, however, seems to be neglected in terms of its role in carrying out a significant role in Cyprus' nation branding strategy. In terms of its touristic product, the country is advertised under the broader Mediterranean spectrum of Sea & Sun, in the same way as neighbouring Greece and Turkey. The time may have come for policymakers to focus upon what the distinctive attributes of the Cyprus brand are, rather than replicating well established and generic Mediterranean stereotypes. Such an approach could, for example, include a stronger emphasis on Cyprus' unique archaeological assets (Davis, 2007). Cyprus competes with Greece and Turkey both in terms of pricing and in terms of hotel availability, especially for a northern European tourist who is targeted as the main client and who, in fact, seeks a nice hotel with swimming pool and bars nearby in a warm climate, without really differentiating among Mediterranean destinations. Cyprus benefits from the higher advertising spending of both Greece and Turkey that also promote the Sea & Sun stereotype without allocating such large budgets on advertising itself. Some by-products of the touristic umbrella brand also include convention tourism, spa tourism or lifestyle tourism, as some 75% of the island's hotels belong to +4star category and Cyprus features three hotels in the Leading Hotels of the World 2009 list (www.lhw.com).

What could the future hold for such a nation brand? Brand Cyprus has considerable potential. In such a small country the visitor can indulge in the experience of being at the bridge of three continents, as well as different civilisations. In its small territory a visitor can enjoy a joyful change of scenery, from traditional cool mountain villages to warm sandy beaches. It has tremendous brand names that could work as brand ambassadors – with Easyjet's Stelios Hadjiioannou at the top of the list. A very well established Cypriot-British Community in London holds key positions in the business and finance world, while many important EU shipping companies belong to Cypriots. Finally, in the world of sports there is tennis star Marcos Baghdatis. Born 11 years after 1974 (the year the island's dichotomy was established), Baghdatis is talented, charming, laidback but also temperamental; tri-lingual

and very European (Karides, 2009). He typically animates the circuit whether he wins or not. And he knows how to become the talk of the day. Charismatic Cypriots such as Stelios Hadjiioannou, Marcos Baghdatis, and many others could be recruited as brand ambassadors to pave the way for the formation of a new and inspiring Brand Cyprus.

Method

This paper adopts qualitative, exploratory methodology in order to explore the branding of Cyprus from a stakeholder identification perspective. Drawing primarily on the literature from the fields of nation branding and corporate communications, we develop a conceptual framework for the identification of the range of diverse stakeholders whose interests need to be accommodated and nurtured within the overall strategy for branding a county, in this case Cyprus. Triangulation of data is achieved in this study through the use of secondary sources such as relevant websites and printed materials including books and brochures, as well as primary sources comprising interviews with stakeholders involved in the branding of Cyprus.

Semi-structured interviews were conducted with eight key informants. The profiles of the respondents are shown in Table 1. Two of the interviews were conducted face-to-face and the other six interviews were conducted via the topic guide being emailed by the researchers to the respondents, who then entered their answers and returned the completed guide to the researchers. A topic guide was used to focus the interviews, although respondents were free to digress if they believed that other issues were relevant and needed to be expressed. The use of open-ended questions is prevalent in qualitative studies as it allows respondents to frame their answers according to their own perceptions of what is and is not relevant, rather than having the researchers impose their own frames of reference and categorizations upon the respondents (Berry, 2002). Questions in the topic guide were as follows: 'In your opinion, which stakeholders should participate in Cyprus' nation branding strategy?'; 'Do all of these stakeholders participate in Cyprus' current nation branding strategy?'; 'How would you rank the different stakeholders in terms of importance? That is, are certain stakeholders more important than others?'; 'Should the Cyprus nation branding strategy focus on tourism and shipping, or should the strategy also focus on other areas?'. We applied thematic analysis to the interview data in order to examine respondents' views on stakeholder identification and salience in the context of the nation branding of Cyprus. The results are presented in the following section.

Results and discussion

We present and discuss the results of our study as follows. In the first section, we focus on the identification of stakeholders in the nation branding of Cyprus. In the second section, we examine respondents' perceptions regarding the

extent of participation by different stakeholders in Cyprus' nation branding. We then present our respondents' views of the relative importance, or salience, of the different stakeholders. Finally, we examine the respondents' perceptions of what shape the nation branding of Cyprus might take in the future.

Identification of stakeholders in the nation branding of Cyprus

Respondents suggested a wide range of stakeholders whom they believe should participate in Cyprus' nation branding strategy. One respondent from the public sector stated: 'Stakeholders that should participate in Cyprus' nation branding strategy are the Cyprus Tourism Bureau, hotel owners, airline companies and travel agencies in Cyprus. Secondary stakeholders could be those involved in the tourism sector, like recreation areas, catering or transport companies'. Another respondent from the public sector similarly concentrated on the tourism aspect of Cyprus' nation branding, observing that 'the sole responsibility for Cyprus tourism branding belongs to the Cyprus Tourism Organization. However, the main stakeholders of the Cyprus tourism industry – Hoteliers, Tour Operators, Regional tourism boards – are consulted'. This comment raises the question of whether the full range of stakeholders should play an active part in nation branding strategy or merely a contributory, consultative role.

A much more inclusive list of stakeholders was proposed by one public sector respondent engaged in the area of Cyprus' economic development. According to this respondent, stakeholders who should participate in the nation branding of Cyprus include 'Cyprus Investment Promotion Agency, private sector leaders, Chambers of Commerce and similar organizations, Cyprus Government, Cyprus Tourism Organization, existing investors, policymakers, media, country analysts, academia, and the average Cypriot'. It is interesting to note that only this respondent referred to 'the average Cypriot' as a stakeholder in the nation brand. From the private sector, one respondent detailed an extremely diverse list of stakeholders as follows: 'Ministry of Tourism, Ministry of Health, any associations involved in tourism such as hotel associations, restaurant associations, archaeological institutes, convention centres, associations of congress offices, big shopping malls, private marinas for yachts, Cyprus Airways, private jet airlines, yacht rental companies, real estate agents'. An important aspect of this list of stakeholders is that it closely reflects the unique characteristics of Cyprus through the inclusion of potential stakeholders such as yacht rental companies, archaeological institutes, and real estate agents.

A thoughtful but possibly controversial distinction was drawn by one respondent from the private sector, who suggested that 'the word "participate" in the question and particularly in the answer could prove misleading. The perceptions and views of stakeholders certainly need to be part of the exploratory process, the brainstorming, that would lead to (stress on the *lead to*) the formulation of the strategy and certainly facilitate its implementation but they should be left out of the actual formulation". This observation, which might be disputed by those who believe in a fully inclusive approach to

strategy development and implementation, draws attention to the pragmatic issue of exactly how many stakeholders should be active participants in strategy formulation. The danger of a fully inclusive approach is that inertia may ensue due to the prevalence of competing claims and contradictory opinions amongst the different stakeholder groups. The respondent goes on to elucidate his view by explaining that 'one would need to bring into that process representatives of stakeholders such as the Chamber of Commerce and Industry, the Cyprus Tourism Organization, the main Cultural Heritage Foundations, the Boards of the main three or four Universities in Cyprus, the key international Research Institutes and Think Tanks, the Associations of Advertisers and PR firms, representatives of certain divisions of the Ministry of Foreign Affairs, key political figures or personalities, key journalists and media commentators'. In this description of potential stakeholders in the nation brand, one can find representatives of business, government, media, and academia. The challenge for policymakers is to establish structures and processes through which such stakeholders can make an active and positive contribution to the country's nation branding strategy.

Participation of stakeholders in the current nation branding of Cyprus

As seen in the previous section, respondents were able to generate extensive lists of stakeholders who should participate in Cyprus' nation branding strategy. However, perceptions were very different with regard to the actual participation of stakeholders in the current nation branding of Cyprus. Indeed, negative perceptions clearly prevailed. When asked if all of the stakeholders that they thought should participate in the nation branding of Cyprus do actually participate, one respondent replied, 'Definitely no… ignorance', whilst another declared that 'there is no conscious let alone coherent nation branding strategy in place'.

Only in the field of tourism did respondents perceive a clear branding strategy, but even here, not all stakeholders in the tourism industry appear to be included in the tourism branding of Cyprus. One public sector respondent stated that 'currently the Cyprus Tourism Bureau is the organization that is heavily involved in the promotion of Cyprus, the rest of the stakeholder mentioned above are not involved at this stage'. This view was slightly nuanced by another public sector respondent, who affirmed with regard to the various tourism stakeholders that, 'Yes they constantly get information for any tactical plans and they also participate actively in the implementation of certain decisions. For example the Regional Tourism Boards, in preparing their own marketing activities, follow the brand manual of CTO'. The need to extend the branding of Cyprus beyond solely tourism was articulated by one respondent whose view was that, 'At this time, while a very good branding of Cyprus as a holiday destination has been achieved by the Cyprus Tourism Organization during the past 3-5 years, Cyprus lacks a broader country branding strategy. Cyprus Investment Promotion Agency has recognized this and has taken initiatives to address it with other key stakeholders'. The degree of

collaboration, or the absence of collaboration, between stakeholders can thus be seen to be a major issue in the formulation of nation branding strategy.

The relative importance of different stakeholders in the nation branding of Cyprus

Respondents varied considerably in their views of the salience, or the relevant importance, of different stakeholders in the nation branding of Cyprus. For some respondents it was inappropriate to rank stakeholders in order of importance. For example, one respondent from the public sector stated that 'ranking the stakeholders is perhaps not as important as is their commitment (including political will and tangible resources: funding, persons, a well thought out strategy and implementation plan as well as follow through) and support and leadership in the effort'. Another respondent took the view that 'yes some may be more important, or better placed to contribute constructively than others but it would be inappropriate to rank them'. From answers such as these it can be seen that the ranking of the relative importance of different stakeholders is a politically sensitive issue that needs to be addressed with great care.

On the other hand, some respondents were happy to rank the different stakeholders in terms of their relative importance in Cyprus' nation branding. One respondent from the private sector stated, 'I believe that the importance of stakeholders has to do with the range of influence they have on the media', whilst another respondent took the view that 'the public sector should be number one' and that stakeholders that deal with bigger accounts should invest more as they will earn more. The important thing is to make all stakeholders feel and behave as major ones'. This respondent draws attention to the important issue of relationship management, that is, the need to ensure that all stakeholders feel that their contribution to the overall strategy is valued and respected.

In terms of the Cyprus tourism brand, respondents clearly expressed their views about the relative importance of different stakeholders. One respondent from the public sector ranked stakeholders in the tourism field as follows: 1. Cyprus Tourism Bureau. 2. Airline companies and hotel owners. 3. Travel agencies in Cyprus. 4. Catering companies, recreation areas and transportation companies. Another respondent was less ready to assign a clear ranking to the different stakeholders and instead stated that 'all stakeholders are equally important and each one contributes accordingly. One could, however, claim that Regional Tourist Boards that also undertake extensive marketing activities are more important in the sense that they have to comply with the brand guidelines so that Cyprus presents a uniform image'. The reference by this respondent to 'a uniform image' raises the question of whether any country can ever establish, or even aim to establish, a single image for an entity as complex and multidimensional as a whole country.

A conceptual framework for the identification of the range of diverse stakeholders whose interests need to be accommodated and nurtured within the

overall strategy for branding a country, in this case Cyprus, is shown in Figure 2. It is important to note that the conceptual framework assigns stakeholders to different quadrants of the framework solely for illustrative purposes, based on the respondent sample used for this study. The framework does not claim to represent the *actual* salience and participation of the different stakeholders in the current nation branding of Cyprus. Rather, the framework aims to demonstrate how Cypriot policymakers could begin to address issues of salience and participation in the country's nation branding strategy.

Potential future focus of the nation branding of Cyprus

There was a consensus amongst respondents that the nation branding of Cyprus needs not only to move beyond the twin pillars of tourism and shipping, but also to broaden the appeal of the tourism brand itself. With regard to the latter, one respondent from the public sector suggested that 'as far as the touristic product is concerned, the promotional strategy of Brand Name Cyprus should focus in other areas apart from the Sea & Sun concept, and should promote the concept of Sea & Sun Plus, whereby Plus stands for special services such as international conferences, incentive travel, Cyprus as a destination for newly weds, spa, sporting activities, religious tourism (Cyprus monasteries are on the famous route of Apostole Pavlos), cultural activities, gastronomy etc'. Another respondent indicated that the positive reputation of the Cyprus tourism brand could exert a halo effect upon other sectors of the Cyprus nation brand, observing that 'the Cyprus branding strategy is based on the National Strategic Tourism Plan where it clearly states that the focus is to promote Cyprus as a quality destination where the visitor will be able to enjoy beautiful beaches and clean waters as well as a great variety of special interest tourism products. The brand has been developed with tourism in mind but it could be with small variation applied to other sectors'.

Other respondents focused on the need to extend the appeal of the Cyprus brand beyond tourism. This point of view was most vividly expressed by one respondent from the private sector, who observed that 'unfortunately Cyprus is trapped into focusing on tourism whereas it should veer towards promoting itself as a regional academic and services (including shipping) centre and build on its identity as the outpost of the European Union in the region both for the benefit of the Union and the region'. This view raises interesting possibilities for the Cyprus nation brand and could form the basis of future strategy formulation amongst Cypriot policymakers. The importance of culture was mentioned by one respondent from the private sector, who said that 'beyond focusing on tourism and shipping it is my opinion that we should focus on cultural and artistic areas'. This view echoes assertions within the nation branding literature that culture represents a powerful and distinctive attribute for any nation brand (Pant, 2005). Further possible directions for the nation branding of Cyprus to focus on, according to one respondent from the private sector, include 'shopping, real estate and construction, and the retired population from Northern Europe and Russia'. These areas are not normally

prioritized within nation branding strategy and policymakers may be well advised to integrate such dimensions into the country's overall nation branding strategy.

Conclusions

This paper has investigated issues of stakeholder identification and salience within the context of the nation branding of Cyprus. From our findings we conclude that in terms of strategic options for the future branding of Cyprus, the range of stakeholders involved in Cyprus' nation branding needs to be extended beyond tourism and shipping to include other stakeholders such as Chambers of Commerce, academia, cultural heritage foundations, country analysts, existing investors, and 'the average Cypriot'. Additional stakeholders who could potentially play a positive role in the nation branding of Cyprus include media commentators, real estate agents, and transportation companies. Although respondents did not explicitly mention branded exports as a possible future focus for the nation branding of Cyprus, the references that respondents made to the necessity of including Chambers of Commerce as a stakeholder indicates an awareness of the potential of companies – and by implication their products and services – to play a role in enhancing the Cyprus nation brand.

However, the drive to fuller inclusiveness of a wide range of stakeholders needs to be moderated by the need to ensure effective decision-making processes that do not become paralyzed by a proliferation of competing claims and political in-fighting. As was suggested by one respondent, policymakers may need to draw a fine line between full participation of stakeholders in the formulation of Cyprus' nation branding strategy, compared to a lighter form of participation in which certain stakeholders are consulted for their views on strategy formulation but do not actively take part in the formulation of the strategy. This type of decision is illustrative of the importance that nation branding policymakers must attach to stakeholder identification and salience.

Limitations and future research

As with any qualitative research, our study has limitations with regard to the generalizability of our findings beyond the specific context in which the research took place. Our study focused solely on Cyprus, which is a relatively small country with a unique location at the intersection of three continents – Europe, Asia, and Africa. Therefore our findings may not apply to the same extent to nations in different geographical settings. Also, the small sample size limits the generalizability of the findings. Further research with larger sample sizes is required into both the specific setting of Cyprus and more generally in different country settings. Stakeholder identification and salience may be context-specific phenomena rather than universally applicable concepts, and future research is needed into this domain in order to investigate the nature of stakeholder identification and salience across different international settings.

Future researchers may also find it worthwhile to examine the perceptions of external audiences with regard to stakeholder identification and salience, rather than only the internal audiences who themselves constitute those stakeholder groups.

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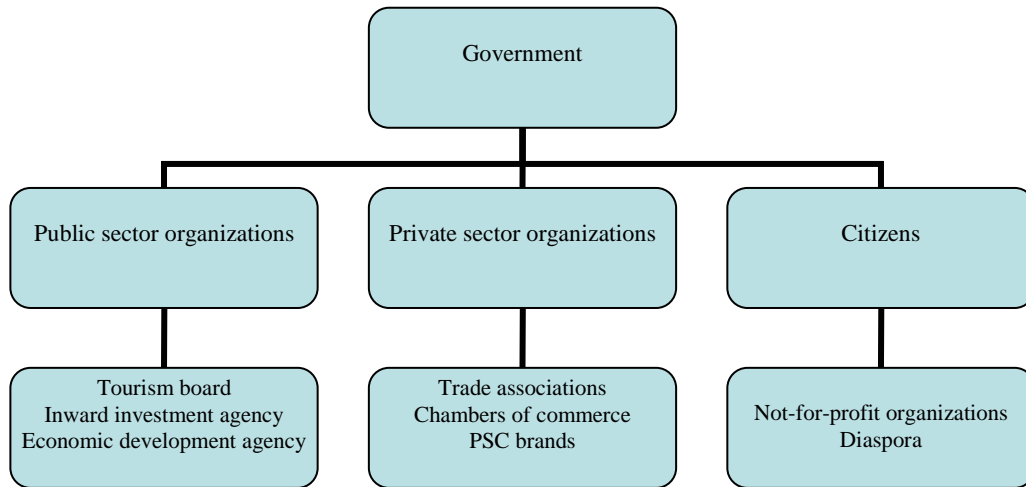
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Figure 1 *The FIST (fully inclusive stakeholder) approach*

Source: Dinnie (2008: 188).

Figure 2 *Conceptual framework for nation branding stakeholder identification*

	PERIPHERAL	CENTRAL
HIGH	-No organizations named by respondents	-Cyprus Tourism Organization -Cyprus Investment Promotion Agency
LOW	-Media Commentators -Ministry of Health -Big Shopping Malls -Real Estate Agents -Catering Companies -Transportation Companies	-Chambers of Commerce -Academia -'The average Cypriot' -Cultural Heritage Foundations -Research Institutes and Think Tanks -Country Analysts -Existing Investors

PARTICIPATION (vertical axis) — SALIENCE (horizontal axis)

Table 1 *Respondents Profiles*

Respondent	Public or Private Sector	Professional Field of Activity
A	Private	Food and Drink
B	Public	Diplomatic Service
C	Public	Tourism
D	Public	Tourism
E	Private	Healthcare
F	Private	Performing Arts
G	Private	Communications Consultancy
H	Public	Economic Development