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MANAGEMENT OF OLYMPIC EVENTS"

Title of the thesis
City Branding : The Case of Olympia

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INTRODUCTION

I have chosen as topic of my thesis the "City branding: The case of Olympia" because on the one hand, I come from Olympia, so I am very interested in everything related to Olympia, to this blessed land with its origins in the distant past. Ancient Olympia is the most famous location in the prefecture of Ilia and consequently of Greece throughout the world and is known as the cradle of the Olympic ideal, because here was born the greatest and everlasting institution of sport, noble strife and sacred truce.

On the other hand, no one till now has ever worked scientifically on this topic before, so I consider my thesis could contribute to this academic field significantly. Besides, I think it would be a good idea to work on something that regards me as an Olympian citizen and as an elected Municipal Councillor of the Municipality of Olympia, responsible for International Relations, Olympic Issues and Education. The most significant reason of which I made the decision to be a candidate in the local elections of the 18th May 2014 and then to participate in and attend the Master's Degree Programme "Olympic Studies, Olympic Education, Organization and Management of Olympic Events" was because of my will and aim towards the development and promotion of Ancient Olympia and the wider area.

This thesis attempts to present the concept of City Branding, which is a very important current topic, as many cities in Greece and abroad have actively started to build and manage their city brands during the last decades, aiming to increase foreign direct investment and attract visitors, businesses, employees, talent and residents with their city brands. Moreover, even small villages and locations are turned into destinations with successful place marketing and branding efforts ensuring the growth and success of branded places.

Having realised that the brand name of Olympia has been already very important I wanted to shed more light on the phenomenon of Olympia , Olympism and Olympic Values, all born in the sacred grounds of Ancient Olympia, and to seek for more brand equity in order to increase world's awareness about Olympia's brand and enhancement of the core brand.

A city needs to adopt the right strategies in order to brand itself successfully. Successful city branding depends greatly on the identification of distinctive and defining characteristics possessed by the city in question. Characteristics of a city are both functional and non functional qualities, which include, among others, city appearance, history, cultural attractions, demographics, economics and governance, people's experience of the city, and people's perception of the city. Consensus on the city's identity and core values, between the city authorities and the general public, is one of the key factors in achieving the success of city branding.

Mega-events are regarded as a valuable opportunity for broadcasting the identity and core values of the host city. Nonetheless, creating a distinctive identity that captures the unique spirit of a city is easier said than done. Challenges vary from one city to another.

The objective of this paper is to examine the effectiveness of Ancient Olympia's branding by reviewing theoretical insights discussed in the literature and by investigating the understanding of the general public vis-à-vis the city. It analyses to what extent Ancient Olympia's branding has caught the city's good attributes, and goes on to identify the lessons

one can learn for the improvement of a city's branding. Special attention is given to the examination of whether a repeated important event, such as the Lighting Ceremony of the Olympic Flame and all the events which happen the period before or after that, can help Olympia to be re-branded. This thesis shows that, though Ancient Olympia has certain good qualities – history, mythology, nature, good climate- that can be used for such purposes, its identity and core values—as branded by the government and the municipal and regional authorities—have not been well accepted by the general public. People maintain their own readings of what the city is about, and there exists a mismatch between the city's identity and values, as branded by the authorities aforementioned, and urban realities experienced by its residents and tourists.

METHODOLOGY

The **methodology** adopted by this research is, by nature, essentially interpretative, one that blends the development of theoretical insights, which guides empirical analysis, with case studies, which can enrich existing theories (Carson et al., 2001).

My evaluation of Olympia branding is based on a review of the literature of city branding and study of relevant government, prefecture and mainly municipality documents, discussions with officials, tourists, shop and hotel owners of Olympia, residents from Ancient Olympia and the wider area of the Municipality and an attitudinal survey conducted in two periods (end of September 2014, a few months before the Sochi Olympic Winter Games, and the months of March and May 2016, the period during the events of the Lighting Ceremony of the Olympic Flame and shortly before the Rio Olympic Games).

Questionnaires not distributed

I didn't distribute questionnaires because being an Elected Municipal Councillor in Ancient Olympia and discussing with the shop and hotel owners almost in a daily basis, studying the files of the Municipality around the things should have been done in Olympia and taking reference of both Anholt's and Kavaratzis's frameworks for the evaluation of city branding, I categorized the main stakeholders' opinions into four parts, based on the official objectives to brand Olympia as an international city, a famous cultural city, a liveable city, and a great host of Mega Sports Events, such as Marathon Races and other athletic organisations).

The thesis consists of theory section and an empirical section.

The theory section rep-resents the concept of a brand and discusses the characteristics of brand management and place marketing on the basis of relevant literature and Internet sources. Brand management and place marketing sections focus on explaining how brands can be managed and what tools are available for place marketers. This section reviews strategies commonly used in city branding as well as important considerations for the evaluation of city branding, as discussed in the literature.

The **rest of this paper** is organized as follows. The empirical section reviews all the elements which make Olympia unique. The first part of this section begins with an analysis of the case of Olympia presenting and describing the main reasons why Olympia is important and analysing all the different characteristics, cultural and natural which gives it a distinctive image. The analysis is done, first by narrating the official designation of the city's identity and core values, and then by discussing public perspectives on the officially-designated identity and values. The chapter following the presentation of Ancient Olympia referred to the Stakeholders Theory and the main stakeholders of Olympia, the players who affect in a very significant way the area of Ancient Olympia. After that, a chapter is dedicated to all the initiatives taken by the Municipal Authorities towards the promotion of Olympia as the birthplace of the Olympic Games and the connection of the land which gave birth to the Olympic values with a modern area which has a lot to do and to see. The major

part of the data needed for this chapter have been found in the archives of the Municipality and a small part written in this chapter extracts lessons from my empirical investigation. The Thesis ends with some suggestions about the promotion of Olympia and its already important brand name

I.   METHODOLOGY OF THE THESIS

Methodology of the research

In this chapter I will present my methodological considerations behind this thesis. Firstly, the scientific paradigm will be introduced, followed by the rationale for choosing the qualitative approach. Secondly, my theoretical and empirical considerations will be presented, and finally the procedure of collecting and condensing of the data will be outlined.[1]

1. Qualitative approach

The Methodological approach to this thesis can be described as a qualitative approach based on a social constructionist ontology.

The overall aim of this project is to analyse the roles of residents, stakeholders and the Municipality in city branding and the derived challenges and implications for place brand management with respect to essential elements of place branding theory and the particular and special characteristics of Ancient Olympia.

So far little theoretical or empirical evidence has been published on the role of residents, stakeholders as well as on the role of a Municipality in place branding as pointed out by Braun, Kavaratzis & Zenker (2013). Accordingly a qualitative research approach has been found appropriate for this study since this method provides the best opportunity to gather in depth knowledge about the topics that are the subject of research.

Qualitative research attempts to explore the complexity and multiple realities of societies and communities (Olsen & Pedersen, 2004, p.152), and a qualitative explorative research approach would contribute to obtain knowledge of the opinions and experiences of the informants in relation to the research question that are the object of inquiry in this study (Bryman, 2012).

Thus a qualitative research strategy will make me able to achieve an understanding of the topics and meanings related to the roles of residents, stakeholders and the Municipality of Ancient Olympia in city branding within the frame of this research.

1.1 Epistemological considerations

Epistemology can be defined as the theory of knowledge and refer to a stance on what should be considered as acceptable knowledge. Furthermore epistemology also concerns whether or not the social world should be understood according to methods and principles from social science (Bryman, 2012). My role as a researcher under the ontological position of social constructionism is reflected by the epistemological position of interpretivism which requires the researcher "to grasp the subjective meaning of social action" (Bryman, 2012, p. 712).

[1]**http://projekter.aau.dk/projekter/files/216692758/Master_s_thesis_Birgitte_Wraae.pdf**

1.2 Analysis of documents - discourse analysis as a tool

Several researchers in the field of tourism studies are using discourse analysis as a means of analysing various forms of qualitative data.

According to Hannam & Knox (2005, p. 26), "discourse itself is a nebulous term, attracting multiple meanings and understandings" and can be seen as a way of structuring areas of knowledge and social practice often used when talking about a contested discourse in tourism research.

Hannam & Knox (2005) consider discourse analysis to be a useful tool in the development of a critical and reflective research perspective for tourism studies and argue that utilizing discourse analysis should contribute to a more nuanced reading of the data, e.g. in terms of textual or visual materials. However, Hannam & Knox (2005) also emphasize that the discourses within which the researcher operate "largely determine what we enable ourselves to know and what we look for as tourism researchers has a preconditioning effect on the outcomes of our investigations" (as cited in Tribe, 2005, p.6).

Discourse analysis has been chosen as the method for analysing the documents. Among other things, this method is suitable in situations where constructed categories and nexuses of meaning over time, and in a definite context, are the objects of the analysis (Brinkmann & Tanggaard, 2010).

I have chosen to analyse a series of documents in the form of selected promotional materials published by the Municipality of Ancient Olympia, the Region of Western Greece and of data provided by the Ephorate of Antiquities of Ileia, the Hotel Owners Association and the Municipality of Ancient Olympia.

1.5 Participant observation

As an additional approach, the use of participant observation was carried out in the form of the researcher's participation in a guided tour in the different villages and in the town of Ancient Olympia.

Participant observation is a prominent method of collecting data in qualitative research and is a frequent used method in ethnographic fieldwork (Bryman, 2012). Bryman (2012) defines participant observation as "Research in which the researcher immerses him -or herself in a social setting for an extended period of time, observing behaviour, listening to what is said in conversations both between others and with the field worker, and asking questions" (ibid., p. 714). The benefit of conducting participant observation is the possibility of observing how things are said and done instead of asking how it is done, and some advantages compared to qualitative interviewing should be mentioned. Compared to the interview where the information received primarily relies on verbal behaviour, the participant observation is more likely to surface potential hidden or taken for granted features because of the opportunity to observe behaviour rather than rely on the spoken word. Furthermore participant observation makes it more likely to uncover unforeseen issues because of the relatively unstructured nature of this method, and because the rather unnatural setting of the interview situation the participant observation has the potential to bring the researcher closer to the observed in natural environments (Bryman, 2012).

2. Data collection method

Empirical insights are derived from an examination of primary data and supplementary data, and in order to collect the primary data I have used various methods of data collection consisting of analysis of documents and participant observation as described above. In this context I did field work in the wider area of Olympia - and not only .

2.1 Primary data

Analysis of Documents- Data

The documents and data provided by the Ephorate of Antiquities of Ileia, and the Hotel Owners Association are used in order to analyze the number and the kind of the visitors/tourists of Ancient Olympia and its archaeological site and museums, and the documents found in the archive/files of the Municipality of Ancient Olympia, concerning the studies, the ceremonies, the festivals, and all those organised by the Municipality are used in order to demonstrate what the Municipality has so far for the promotion of Olympia and the priorities it has set.

Participant observation – tours/visits in the Municipality of Ancient Olympia, as an Elected Municipal Councillor

The choice of participant observation as a research method was made in order to obtain a perspective on the city from a specific local resident in the form of a native Olympia resident. By communicating with the residents and the entrepreneurs of the several villages and the town of Olympia, as well as with other individuals who come and visit Olympia, I had the opportunity to know what all these persons think about it in a social, cultural and geographical context.

As Bryman (2012) points out notes have to be taken based on the observation because of the frailties of human memory in order to "specify key dimensions of whatever is observed or heard" (p. 447). Thus documentation in terms of diary notes written by the researcher was drawn up. Notes and photos were/are taken during the tours and put together in a diary log as documentation of the several tours shortly afterwards.

2.2 Secondary data

The secondary data consisted of information material, books and other scientific sources, and websites about Ancient Olympia and the wider area of the Municipality, and the brand name of Olympia through various sources for the use of background information. Among other things the secondary data consisted of information about city branding and the various theories around it, information on stakeholders' theory and organization structure, mission and work tasks and of material containing key figures and consumer surveys related to the tourism of the area of Ancient Olympia.

3. Conclusions- Reflections and limitations

In this chapter I have outlined my methodological considerations concerning the creation of this thesis, and before proceeding to the analysis and discussion my reflections and the limitations in relations to the methodological approach will be stated.

Following a social constructionist approach means that there is not only one definite version of the social reality, and, as mentioned earlier, this approach influences the researcher and the outcome of the research as a product of the researchers social construction of his/her research (Bryman, 2012). An example of this is that the informants during the discussions are directed to answer and relate to certain questions about topics given, hence to some extent their perception and articulation of the topics reflect the researcher's social construction.

This thesis aims to locate and discuss certain patterns, attitudes and tendencies within the overall research area, 'City Branding : the case of Olympia - the roles of residents, stakeholders and Municipality in city branding'. The difficulty in finding the primary data searching all the files at the Municipality- and making this process easy my status-, the daily contact with the residents and stakeholders of Ancient Olympia, as well as the originality of the thesis make obvious that this research could be regarded as

representative in relation to this topic, although it is true that the thesis does not exhaust the topic.

   However, it is my intention that the results of this research may contribute to give an indication about issues relevant for practitioners when it comes to the roles of residents, stakeholders and the Municipality of Ancient Olympia in city branding generally, and more specifically in Olympia's branding, and at the same time serve as inspiration for further research.

II. CITY BRANDING : Definitions and Theories around City Branding

This chapter will focus on City Branding , which is increasingly considered an important asset for urban development and an effective tool for cities to distinguish themselves and improve their positioning.

(2, Brand Management of cities, p.1)

This chapter first describes the rise of city branding and the reasons of its popularity and, after a short review of the basic elements of corporate branding, it goes on to identify essential similarities between these two forms of branding. It finally detects the need to adapt any branding tools to the needs of cities and addresses the necessity of a comprehensive city brand management framework.[1]

(2, Brand Management of cities, p.3)

Moreover, this chapter will demonstrate something that is well known to marketing academics, namely that branding needs to be thought of as a complete and continuous process interlinked with all other marketing efforts.[2]

(6, City Branding)

  Globalization has increased global shifts of resources, capital and people, and has intensified the competition among cities for attention, influence, markets, investments, businesses, visitors, talents and significant events. City branding, which is regarded as a strategic instrument to publicize a city's competitive advantages, becomes a common practice to market the city's history, quality of place, lifestyle, and culture for opportunity, prestige or power in capital accumulation in a competitive environment. [3]

 City branding draws its inspiration from product branding and marketing. The brand of a product embodies a set of physical and socio-psychological attributes as well as beliefs that are associated with the product (Simoes and Dibb, 2001). Branding is a deliberate strategy to select some attributes of a product as core values in order to facilitate the process by which consumers confidently recognize and appreciate those attributes (De Chernatony and Dall'Olmo Riley, 1998). From those core values, the product's identity can be formed. Though some (e.g. Peterson, 1981) object that cities are not products that are involved in direct transactions in markets, proponents of city branding (e.g. Morgan et al., 2002; Kavaratzis and Ashworth, 2005; Anholt, 2007) argue that the concept of product branding can indeed be transplanted to city branding. They profess that a city can be viewed as an "entity", to whom an "identity" is ascribed with a set of stable values fostered from the long course of urban development (Kavaratzis and Ashworth, 2005). Like a product that possesses utility values, a city can generate utility functions that "customers" (investors, visitors and the resident population) can directly experience through daily business transactions and related activities. Cities can be viewed as spatially extended products and cities can compete with each other in a way that is similar to competition between products. Cities therefore should be treated as "products" to be marketed, through tourism development and through branding activities.

[1] G. Ashworth, M. Kavaratzis "Beyond the logo : Brand Management for cities '', p.520

[2] G. Ashworth, M. Kavaratzis "Beyond the logo : Brand Management for cities '', p.522

[3] L. Zhang, S. X. Zhao, "City Branding and the Olympic Effect : a case study of Beijing" p.245

1- Brands - Brand Name – Brand equity – Brand identity- Brand Image - Brand Association – Brand loyalty - Brand Positioning - Long-Term Perspective of Brand building
2- Place Branding – City Branding – Destination Brand Management – City Identity
3- Importance of Residents within place branding. The Citizen Brand

1. **Brands - Brand Name – Brand equity –Brand Identity- Brand Image – Brand Association – Brand Loyalty – Brand Positioning - Long-Term Perspective of Brand building**

   Brands and branding have a long history. In Greek and Roman times branding was used as identification or trademark for shops and craftsman signs. (Riezebos 2003, 2.) The etymology of the word "brand" originate from old Norse word "brandr", which means to burn. It refers to branding of cattle and marking one's property. (Lindberg-Repo, Mehra, Gubta, Dube & Gaul 2009, 5.) [1]

   The concept of branding – the idea that one product is made more valuable, has more equity than an alternative because it is attached to a recognizable name and promise of authenticity – began about 200 years ago, when Josiah Wedgwood realized that stamping his name on his pottery and naming his dinnerware after English nobility made it more desirable. Fast-forward to the 1930s when Procter & Gamble's Neil McElroy, the company's promotion department manager, developed the "P&G brand management system," an organizational structure that assigned groups of people to handle specific marketing strategies for competing brands. [2]

   Management started to pay more atten-tion to brands in the mid 1980's because of globalization and increased competition. Brands became the most important asset of a company. A new concept called "brand equity" emerged to indicate the future income potential of a company. (Hankinson 2004, 111.) [3]

Brand equity is an intangible asset that can be measured from three perspectives: con-sumer aspect, brand extensions and financial aspect. With consumer aspect the goal is to increase consumer's awareness about a brand and manage perceived quality and brand loyalty. Brand extensions can increase brand awareness and enhance the core brand. Brand extensions help to launch related products when the brand is used as a platform. Multiple products can have just a single brand identity if separate identities are used for each product. Brands can also work as an umbrella when all brands are under the same brand or multi-brand categories when different brands are used for different categories. Financial perspective can be used to determine the price for a branded product over a generic product that the consumer is willing to pay. (NetMBA 2012.) With high brand equity companies can capture consumer's loyalty and prefer-ence which enable to build strong and profitable customer relationships (Kotler & Armstrong 2010, 260–262.) High brand equity is a result of positive reputation and image. It represents the company's ability to keep doing business successfully as long as its brand image stays intact.

[1] **S. Jarvisalo ''How to build successful city brands? – Case Munich, Berlin & Hamburg" p.4**
[2] **J. Winfield-Pfefferkorn ''The Branding of Cities" Master Thesis, p.12**
[3] **S. Jarvisalo ''How to build successful city brands? – Case Munich, Berlin & Hamburg", p.13**

The strength of a brand is its brand equity, which refers to the ''added value'' that a brand name provides to a product. According to Aaker (1991), brand equity does not just happen. Its creation, maintenance, and protection need to be actively managed. Further, it involves strategic as well as tactical programs and policies. [1]

In other words, brand equity can be thought of as the marketing effects uniquely attributable to the brand. In a practical sense, brand equity represents the added value endowed to a product as a result of past investments in the marketing activity for a brand. Brand equity serves as the bridge between what happened to the brand in the past and what should happen to the brand in the future.[2]

Accord-ing to American Marketing Association (AMA) the words "brand" and "branding" are defined as following:

A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name. A brand is a customer experience represented by a collection of images and ideas; often, it refers to a symbol such as a name, logo, slogan, and design scheme. Brand recognition and other reactions are cre-ated by the accumulation of experiences with the specific product or service, both di-rectly relating to its use, and through the influence of advertising, design, and media commentary. A brand often includes an explicit logo, fonts, color schemes, symbols, sound which may be developed to represent implicit values, ideas, and even personality. (American Marketing Association 2012.) Brands represent strategic and financial value for the company (Riezebos 2003, 8). The value of a brand comes from its ability to gain meaning in the minds of consumers. It is all the features and elements that the consumer thinks of when he or she sees or thinks about the brand. These are tangible and intangible attributes of a product or service. Intangible attributes can be psycho-logical or social. (Kapferer 1997, 25.) A brand stands for everything that a product or service means to consumers (Schmitt 1999, 30–31). For example car labels like BMW or Mercedes Benz mean as brands something more to the consumers than just a name or logo. [3]

Brand identity indicates what a brand stands for: its history, purpose, principles and ambitions. There are no two brands alike with same core values, roots and visual iden-tity. (van Gelder 2003, 35.) Brand identity is what companies transmit to the market-place (Randall 1997, 6). Brand identity is set of associations that the brand strategists aim to create. Brand identity expresses how a company wants the brand to be per-ceived. (Figure 2.) These unique associations are a promise to the target group from the company. A brand identity specifies self-image, meaning and objective for the brand. It is crucial to a brand's strategic vision.

[1] **J. Beech, S. Chadwick , ''The Marketing of Sport", pp. 187-188**
[2] **K. L. Keller , Strategic Brand Management, p. xvii**

Brand image reveals how the brand is perceived by customers and others (Aaker 2010, 71). According to Kapferer (1997, 95) image is on the receiver's side. An image indicates how the various signals of the brand are interpreted by the public. These messages and signals produce a meaning for the brand. These signals can be for exam-ple brand name, symbols, products, services and advertisement. The signals are trans-mitted from the sender's side, in other words from brand identity. Image is thereof both the interpretation and result. Therefore, Identity and image mean different things. Brand image, however, may turn out to be something entirely different as the planned identity, because image is subject to perception. The brand identity can be confusing or something entirely different than planned. This is called "the perception gap". Percep-tion gap must be avoided by ensuring that the target audience sees and relates to the brand identity and acknowledges what is offered.

  Brand Associations are not benefits, but are images and symbols associated with a brand or a brand benefit. Associations are not "reasons-to-buy" but provide acquaintance and differentiation that's not replicable. It is relating perceived qualities of a brand to a known entity. For instance- Hyatt Hotel is associated with luxury and comfort; BMW is associated with sophistication, fun driving, and superior engineering. Most popular brand associations are with the owners of brand, such as - Bill Gates and Microsoft, Reliance and Dhirubhai Ambani. [1]

  Brand association is anything which is deep seated in customer's mind about the brand. Brand should be associated with something positive so that the customers relate your brand to being positive. Brand associations are the attributes of brand which come into consumers mind when the brand is talked about. It is related with the implicit and explicit meanings which a consumer relates/associates with a specific brand name. Brand association can also be defined as the degree to which a specific product/service is recognized within it's product/service class/category. While choosing a brand name, it is essential that the name chosen should reinforce an important attribute or benefit association that forms it's product positioning. For instance - Power book.

  Positive brand associations are developed if the product which the brand depicts is durable, marketable and desirable. The customers must be persuaded that the brand possess the features and attributes satisfying their needs. This will lead to customers having a positive impression about the product. Positive brand association helps an organization to gain goodwill, and obstructs the competitor's entry into the market. [2]

  Brand Loyalty

  Brand loyalty is the consumer's emotionally-charged decision to purchase a specific brand again and again. The consumer perceives that the brand meets their expectations and identifies with the consumer on a personal level.

  This buying behaviour and decision-making process can be conscious or unconscious, but it is always based in trust that the brand will deliver on the consumer's expectations for it. Brand loyalists don't purchase a substitute brand if their preferred brand isn't available. They'll travel to multiple stores in search of their preferred brand and are more likely to

forgo making a purchase if their brand cannot be found than they are to purchase a substitute. **³**

¹ http://www.managementstudyguide.com/brand-association.htm#

2 http://www.businessdictionary.com/definition/brand-association.html

³ https://aytm.com/blog/research-junction/building-brand-loyalty-part-1/#sthash.YaKbDhbs.dpbs

Brand loyalty is based on an emotional involvement that develops between the consumer and the brand. The consumer's perception is that the brand fulfills some kind of physical need or emotional want in such a unique way that some kind of emotion is evoked during the purchase process and while using the brand.

http://study.com/academy/lesson/what-is-brand-loyalty-in-marketing-definition-examples-quiz.html

Brand loyalty is important for several reasons. First, it reduces the cost of production because the sales volume is higher. Second, companies with brand-loyal customers don't have to spend as much money on marketing the product, which will permit the company to either retain more earnings or to invest resources elsewhere. Third, companies may use premium pricing that will increase profit margins. Finally, loyal customers tend to recommend products that they like.

Businesses have to exert significant effort to facilitate brand loyalty. They need to convince potential customers that their product has a significant advantage over other products to justify consistent purchases of your product. Businesses also will attempt to leverage brand loyalty developed for a product to other products offered by the company. The hope is to create brand loyalty for as many products as possible. **¹**

Brand Positioning and Repositioning (D. Jobber, Principles and practice of marketing p. 268-271)

Creating a unique position in the marketplace involves a careful choise of target market and establishing a clear differential advantage in the minds of those people. This can be achieved through brand names and image, service, design, guarantees, packaging and delivery. In today's highly competitive global market place, unique positioning will normally rely on combinations of these factors. For example, the success of BMW is founded on a quality, well-designed product, targeted at distinct customer segments and supported by a carefully nurtured exclusive brand name and image. Viewing markets in novel ways can create unique positioning concepts.

The strength of a brand's position in the marketplace is built on six elements : Brand domain, brand heritage, brand values, brand assets, brand personality and brand reflections.

Brand domain : the brand's target market, where it competes in the market place.

Brand heritage : the background to the brand and its culture. How it has achieved success (and failure) over its life.

Brand values : the core values and characteristics of the brand.

Brand assets : what makes the brand distinctive from other competing brands such as symbols, features, images and relationships.

Brand personality : the character of the brand described in terms of other entities such as people, animals or objects.

Brand reflection : how the brand relates to self-identity; how the customer perceives him/herself as a result of buying/using the brand. The branding illustration visualizes how people use brands to reflect and project their self-identity.

Repositioning : As markets change and opportunities arise, repositioning may be needed to build brands from their initial base. [2]

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[1] http://study.com/academy/lesson/what-is-brand-loyalty-in-marketing-definition-examples-quiz.html
[2] **D. Jobber, Principles and practice of marketing p. 268-271**

Long-Term Perspective of Brand building

Brand building is a long-term activity. There are many demands on people's attention. Consequently, generating awareness, communicating brand values and building customer loyalty usually takes many years. Management must be prepared to provide a consistently high level of brand investment to establish and maintain the position of a brand in the marketplace.

To underline the importance of consistent brand investment Sir Adrian Cadbury (then chairman of Cadbury's Schweppes) wrote : ''For brands to endure, they have to be maintained properly and imaginatively. Brands are extremely valuable properties and, like other forms of property, they need to be kept in good repair, renewed from time to time and defended agaist squatters." [1]

2. Place Branding – City Branding – Destination Brand Management – City Identity

Cities all over Europe include more and more marketing techniques and methods in their administration practice and governing philosophy. The transfer of marketing knowledge, however, to the operational environment of cities proves a cause of difficulties and misalignments, mostly due to the peculiar nature of places in general and cities in particular as marketable assets.

In this sub-chapter, city branding is suggested as the appropriate way to describe and implement city marketing. City marketing application is largely dependent on the construction, communication and management of the city's image, as it is accepted that encounters with the city take place through perceptions and images. Therefore the object of city marketing is the city's image, which in turn is the starting point for developing the city's brand. The most appropriate concept to understand marketing applicability within cities is the recently developed concept of corporate branding, which with the necessary modifications is applied to cities.

The core of the sub-chapter is a theoretical framework to understand the city's brand and its management, which was developed through a review of the literature on both city marketing and the corporate brand. City branding provides, on the one hand, the basis for developing policy to pursue economic development and, at the same time, it serves as a conduit for city residents to identify with their city. In this sense the relevance of and need for a framework describing and clarifying the processes involved in city branding are equally strong for facing increasing competition for resources, investment and tourism on the one hand and for addressing urgent social issues like social exclusion and cultural diversity on the other. The framework focuses on the use of city branding and its potential effects on city residents and

the way residents associate with and experience their city, and it is based on a combination of city marketing measures and the components of the city's brand management. [2]

[1] **D. Jobber, Principles and practice of marketing p. 272-273**
[2] **Michalis Kavaratzis (2005) ''From city marketing to city branding: Towards a theoretical framework for developing city brands"**

Place Branding
 Place branding (including <u>place marketing</u> and <u>place promotion</u>) is a new umbrella term encompassing nation branding, region branding and city branding. Place branding is the process of image communication to a target market. It is invariably related to the notion that places compete with other places for people, resources, and business.
 Place branding can be defined as the process employed by public administrations to intend to create place brands, networks of associations in the target groups' minds "based on the visual, verbal, and behavioural expression of a place, which is embodied through the aims, communication, values, and the general culture of the place's stakeholders and the overall place design" (Zenker & Braun, 2010). It therefore aims to affect the perceptions of a place and position it favourably in the minds of the target groups. Place branding can even be considered as a "governance strategy for projecting images and managing perceptions about places" (Braun, Eshuis, & Klijn, 2014, p. 64). Place branding thus suggests that places, cities, regions or countries could be considered as brands, as long as perceived so. In this regard, many public administrations are implementing place branding strategies.
 Place branding is a process made up of several sub-processes. [1]
In general, a place brand is derived from **existing assets** of the place such as its value offering or public perception. Otherwise, the place brand is derived from **created assets**, such as events, policies, abstract concepts of tolerance, and so on. The derived image of the place brand is then communicated through communication channels. These channels vary and range from television advertisements to Internet marketing efforts. These communications are aimed at a specific target market.
Strategic vs. **Organic** Place Branding
The strategic application of place branding is growing with nations, regions, cities, and institutions as they realize they compete with other places for people, resources, and business. The phenomenon of place branding, as an organic process of image communication without strategy, has been occurring throughout history. Examples of strategic place brands are diverse and include Amsterdam's "Iamsterdam", Las Vegas's "Sin City", and Abu Ghosh's "world capital of hummus". Examples of organic place brands include Jerusalem's "holy city", Paris' "Illuminated City", and Silicon Valley's "tech capital." Place Marketing is a practice involving the application of branding and sales strategies to different regions, cities, states or countries. An example of place marketing in business consists of tourism departments and city councils with place marketing teams competing to attract tourists and new residents use branding techniques. Also called territorial marketing or place branding. [2]

[1] **https://en.wikipedia.org/wiki/Place_branding**
[2] **http://www.businessdictionary.com/definition/place-marketing.html**

City Branding

Jones (1986) defines the brand as 'a product that provides functional benefits plus added values that some consumers value enough to buy'. This is the augmented product, well known in various marketing articles. The novelty is that branding attempts to market this augmented product. It is the added values that provide the guidelines for the construction of the functional benefits and not vice versa.

All branding tries to endow a product with a specific and more distinctive identity (Cova 1996) and that is, in essence, what most city marketing seeks to do for cities. A place needs to be differentiated through unique brand identity if it wants to be first, recognised as existing, second, perceived in the minds of place customers as possessing qualities superior to those of competitors, and third, consumed in a manner commensurate with the objectives of the place. Thus identity, differentiation, personality and thereby position-ing in competitive arenas are all transferable concepts as long as the implications of this transfer are fully understood. By this we mean that we can accept places as brandable products if their intrinsic and distinctive characteristics as place products are understood and a special form of marketing developed which accommodates and utilises these characteristics. [1]

The purpose of turning a City from a Location into a Destination

City branding refers to all the activities that are undergone with the purpose of turning a City from a location into a destination. "Successful branding", says Robert Jones, consultant director at international brand consultancy Wolff Olins, "can turn a city into a place where people want to live, work and visit". City branding is often confused with City marketing. The difference comes from the fact that marketing uses consumer wishes and needs as its guiding principle for the operations of an organization, whereas in the case of branding a chosen vision, mission and identity play that role. City branding refers to the application of branding techniques to geographical locations in the widest sense of the word.

City branding creates a single brand for the city and extends it to all its offerings and interactions. From a customer point of view this creates a unique picture of the city at every level of interactions. This also helps in removing the need to present a case by case picture of the city for each of its offering to the customers.

A city brand is its promise of value, a promise that needs to be kept. Good branding can assist in making cities desirable, just as bad branding can assist in making cities undesirable. Some examples of well branded cities are New York City, San Francisco and Paris. It is seen that the successful city brands marketed their history, quality of place, lifestyle, culture, diversity, and proactively formed cooperative partnerships between city municipalities and government in order to enhance their infrastructure. [2]

Destination Brand Management

One of the tenets of place branding posits that the struggle for attention and preference is not limited to commercial goods and services; it applies equally to geo-political entities.

Countries and cities compete for tourist income, business, and often tax bases; even within cities there is a fierce competition between city centers vs. neighbourhoods, big box retailers vs. main streets, shopping malls vs. traditional down towns. Proponents of place branding argue that this heightened competitive environment makes it important for places, no matter their size or composition, to clearly differentiate themselves and to convey why they are relevant and valued options. [3]

1 M. Kavaratzis, G. J. Ashworth, (2005) ''City Branding : An effective assertion of identity or a transitory marketing mix? ''
2 https://en.wikipedia.org/wiki/Place_branding
3 https://en.wikipedia.org/wiki/Place_branding

This view is supported and defended by Joao Freire among others. He states that **successful destination-brand management** can be seen as an exercise of coordination where relevant variables; such as tourism infrastructures, quality of local services, and other destination-brand users need to be managed in order to achieve a coherent and desired destination-brand identity. Therefore, contrary to the popular perception that destination-brand building is solely an exercise in communication, destination branding is, in reality, an exercise of identification, organisation and coordination of all the variables that affect the destination image.

City Identity

One crucial strategy within city branding is the creation of the **city's identity**, which should be developed from a range of contextual variables such as history, demography, economy, politics and policies. A city usually has certain identifiable images or core values perceived by its people. For example, Paris is perceived for romance, Milan for style, New York for diversity and dynamics, Washington for power, and Tokyo for modernity. City branding refers to a strategy that presents a city with an unforgettable identity and an instrument that can convey a city's core values with agility. The city's identity is a complex mixture of a city's spatial configuration and its socio-cultural values. City branding needs to synthesize various characteristics and to transform them into a unique and irreplaceable identity (Smit-Jensen, 2006). A key challenge of city branding is the difficulty of delimiting a city's identity and core values in a manner that is widely acceptable, easily marketable, presentable and open to experience in a daily manner.

3- Importance of Residents/Internal Audiences within place branding. The Citizen Brand

 This sub-chapter deals with the importance of residents within place branding. The aim of this sub-chaper is to examine the different roles that residents play in the formation and communication of place brands and explores the implications for place brand management.
 To support its arguments, the sub-chapter discusses the participation of citizens in governance processes as highlighted in the urban governance literature as well as the debate among marketing scholars over participatory marketing and branding.
Residents are largely neglected by place branding practice and their priorities are often misunderstood, even though they are not passive beneficiaries but are active partners and co-producers of public goods, services and policies. This sub-chapter highlights that only meaningful participation and consultation can produce a more effective and sustainable place branding strengthening the brand communication and avoiding the pitfall of developing "artificial" place brands**. [1]**

The roles of the residents

Local people make a difference in the atmosphere of a city, and while their role is crucial in delivering the tourism service they are both the foremost target group of the marketing effort

and, in effect, some of the most influential place marketers (Kavaratzis & Ashworth, 2008). Insch (2011) argues that, "cities depend on their residents for economic, social cultural and environmental vibrancy" (p. 9) and thereby residents contribute to form the city's identity. Likewise the level of residents satisfaction with the city is an important parameter when it comes to potential residents or business investors who access local residents' well-being and satisfaction compared to similar and rival locations (ibid., p. 9).

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[1] E. Braun, M. Kavaratzis, S. Zenker (2013), ''My city – my brand : the different roles of residents in place branding'', Journal of Place Management and Development, Vol;. 6 Iss 1 pp 18-28

Residents' attitudes and attachments to the city where they live and work can influence tourists and potential residents through their recommendations as well as through negative and complaining statements (Insch, 2011). In that sense the needs and wishes of local communities should be integrated in the goals set, and they should be participants in the different stages of
formulating, designing and implementing a marketing strategy (Kavaratzis & Ashworth, 2008). In this context, Braun, Kavaratzis & Zenker (2013) argue that place brand managers should have knowledge of the multifaceted role of residents in place branding as an essential prerequisite for being able to involve the residents in place branding.
According to Braun et al. (2013) residents hold three simultaneous roles of which residents as an integrated part of a place brand constitutes the first role. Residents as ambassadors for their place brand is the second role, and the third role highlighted by Braun et al (2013) is residents as citizens and thus voters, which is a vital role when it comes to governmental processes and political decisions. [1]

-Residents as integrated part of a place brand
The first role of residents is as an integrated part of the place brand: this could be the result of a deliberate brand strategy, but it is more often a natural process steeped in the fact that residents are the "bread and butter" of places. Residents and their interactions with each other and with outsiders obviously form the social milieu of a given place. According to Warnaby (2009a), it is the combination of the physical setting and this social milieu that facilitates the experience of a locale. Freire (2009) has discussed the role of local people in place branding, showing that they are indeed a critical dimension for the formation of place brands. His research on British users of the Algarve and Costa del Sol place brands demonstrates that local people are used as an indicator for the evaluation of place brands, as a justifier for place brand consumption and as a differentiating factor between place brands.

-Residents as ambassadors for their place brand
The second role of residents is that of ambassadors for the place brand. in the city brand communication model developed by Kavaratzis (2004), perceptions of cities are formed by three types of brand communication:
  (1) the primary communication, which could be described as the city's actions themselves, including the architecture and real place offerings as well as the city's behaviour;
  (2) the secondary communication, which includes formal communication like   all forms of advertising or public relations;
  (3) and the tertiary communication, which refers to the word-of-mouth generated by the residents of a city.

The perceived authenticity and trustworthiness of word-of-mouth again highlights the important role of residents in the place brand communication process (Braun, 2011). The views of residents are significant for external target markets as they are naturally considered informal, authentic and insider sources of information about the place. One example is the very common feature of destination marketing campaigns, where celebrities born in the place are used to advertise the place.

-Residents as citizens

1 Erik Braun Mihalis Kavaratzis Sebastian Zenker, (2013),"My city – my brand: the different roles of residents in place branding", Journal of Place Management and Development, Vol. 6 Iss 1 pp. 18 – 28

The most neglected role in place branding theory and practice is the role of residents as citizens. Residents choose their local government officials, have political power and participate in political decisions. This participation is simultaneously a right and an obligation for citizens, meaning that it is also the obligation of place authorities not only to guarantee such participation but also to provide opportunities for citizens to actively contribute to decision making. The process of place branding implementation should not be an exception. This might be a challenge as branding needs a sharp focus in order to differentiate your offering from the offerings of competitors (Keller, 1993). Braun (2011) argues that the implementation of place branding requires striking a balance between a distinctive focus for the place brand and wider support in the place's communities. [1]

Even though participation is absolutely necessary for a successful place branding strategy, it is a very challenging task. Places in general are very complex constructs and the residents are organised in complex structures (e.g. with their different cultural backgrounds, values and beliefs, as well as their place demands). Offering participation to all those diverse groups of residents will be more demanding than a top-down approach, but engaging a main portion of residents in place branding could be beneficial as indicated above. In pursuit of this goal, place brand management urgently needs to strengthen the communication between residents and the city's officials, as well as give more control to the residents themselves, planning for resident participation in every stage of the place branding process. [2]

Conclusion of the chapter;

A **successful brand** is defined firstly, by the clarity with which the organization's values are portrayed by the brand's image and message; secondly, by the consistency that the brand's image is perceived; thirdly, by the brand's ability to lead and exceed expectations, redefine the values and meaning of its service or product characteristics and properties. This latter point suggest that brands are evolutionary and indeed need to be able to recreate themselves as social, product market or indeed any other critical values and conditions change. In this context a brand has to be able to provide a consistent set of values and characteristics as well as an adaptable image that on occasion leads societal values.

As it was above demonstrated the different roles played by the residents are three: as an integral part of the place brand through their characteristics and behaviour; as ambassadors for their place brand who grant credibility to any communicated message; and as citizens and voters who are vital for the political legitimization of place branding. These three roles make the residents a very significant target group of place branding.

The residents of places do not constitute a coherent group but include a multiplicity of groups of people that are bound to have varying and conflicting preferences, desires, or, attitudes.

It is argued that a form of place branding that integrates the views, oppositions, and desires of the residents is warranted. It is a very significant task for place branding to consider the three roles of residents and integrate the residents across every stage of the place branding process

1 Master's Thesis - Amsterdam , pp. 32-33
2 Erik Braun Mihalis Kavaratzis Sebastian Zenker, (2013),"My city – my brand: the different roles of residents in place branding", Journal of Place Management and Development, Vol. 6 Iss 1 pp.7-8
3 Erik Braun Mihalis Kavaratzis Sebastian Zenker, (2013),"My city – my brand: the different roles of residents in place branding", Journal of Place Management and Development, Vol. 6 Iss 1 pp. 18 – 28

The intangible and spiritual heritage of the birthplace of the Olympic Games will be more permanent and invaluable. Among the spiritual heritage series of Olympia, the heritage of brand value is "the most permanent and invaluable". A brand is a kind of language readable to people in the whole world, and Olympia, as the place where the Olympic Games and Olympism were born, should enable whole world to understand it. How to protect and manage the brand value of Olympia, is a topic with both realistic significance and long-term strategic significance. [1]

[1] Erik Braun Mihalis Kavaratzis Sebastian Zenker, (2013), "My city – my brand: the different roles of residents in place branding", Journal of Place Management and Development, Vol. 6 Iss 1 pp. 18 – 28

III. THE SIGNIFICANCE OF ANCIENT OLYMPIA AND THE WIDER AREA

In this chapter we will see all the reasons of the distant past and today of which Olympia is a very important place and known worldwide.

Ancient Olympia's area has been the cradle of some of the fundamental narratives and cults in ancient Greek religion. The Greek tribes, bearers of these cults, arrived in the area from all the Greek territories to settle, in the early days of history, in this rich land and bring the memory of their own land of origin with them.

In the dawn of the historic times, the fusion of the different tribes that were in fact related to one another gave birth to a pan-Hellenic conscience. This helped to establish the sanctuary in Olympia as the sanctuary of all Greeks.

Olympia and Elis, both situated in the region of Ilia, became the centre of Hellenism.

Olympia is also and mainly known as the cradle of the Olympic ideal, as here was born the greatest and everlasting institution of sport, noble strife and sacred truce. It was here that , for centuries, people from the then known Greek world, the Euxine Sea, Ionia and Southern Italy gathered every four years to take part in the Olympic Games, the most glorious games known at the time. Ancient Elis, the city-state that hosted the Games, together with Olympia both define the place's history and grandeur.

The Romans, the Byzantines, the Franks as well as the Crusaders and the Ottoman Turks, all left their marks in the area, traces of their own culture and their will to conquer. Temples, sport areas, theatres, cemeteries, fortresses built on hills, chapels, monasteries.

The history and identity of the area are present at each step. The myths of Hercules, the classical era, the Byzantium and the Frankish Rule. Also, traces from the years of the Greek War of Independence against the Ottoman Empire, when the Elean members of the Filiki Etaireia (Society of Friends) played a leading part in the revolt, in areas that were major battlefields at the time. Kolokotronis, one of the leaders of the Greek War of Independence walked on this land on his way to the island of Zakynthos ; it was here that he recruited more men to fight on his side.

Here was the end of the journey of the Peloponnese mountaineers and the Ionian islanders in the 1830s, the years when Greece was re-born in modern history, the years when the cultivation of the raisin thrived in the area's vineyards, together with the production of olive oil, wine in Olympia's olive groves, mills, olive-oil presses, winepresses.

It was here that in the 19th century the revolution of the processing of agricultural products was launched, namely the processing and exportation of raisin. This was the starting point for the first Greeks who, following the so-called raising crisis, travelled to the US, Canada and Australia in pursuit of a better life and with great success.

This explains why Ancient Olympia and the wider area is the birthplace of some of the greatest politicians, intellectuals, entrepreneurs and tradesmen in Greece. [1]

HISTORIC OVERVIEW OF ANCIENT OLYMPIA
<u>1st Olympic Games and Archaeological Excavation till today</u>
The earliest finds in Olympia are located on the southern foot of Mount Kronios, where the first sanctuaries and prehistoric cults were established.

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1 Ministry of Development, Greek National Tourism Organisation, Prefecture of Ilia, ILIA : A SHORT GUIDE TO ILIA, 2008

Olympia is directly and tangibly associated with an event of universal significance. The Olympic Games were celebrated regularly beginning in 776 BC. The Olympiad –the four-year period between two successive celebrations falling every fifth year- became a chronological measurement and system of dating used in the Greek world.
However, the significance of the Olympic Games, where athletes benefitting from a three-month Sacred Truce came together from all the Greek cities of the Mediterranean world to compete, demonstrates above all the lofty ideals of Hellenic humanism: peaceful and loyal competition between free and equal men, who are prepared to surpass their physical strength in a supreme effort, with their only ambition being the symbolic reward of an olive wreath. The revival of the Olympic Games in 1896 through the efforts of Pierre de Coubertin illustrates the lasting nature of the ideal of peace, justice and progress, which is no doubt the most precious but also the most fragile feature of the world's heritage.
We have the first excavations in 1880's that reveal the sanctuary. [2]

Discovery and early excavations
Over time the site was buried under alluvial deposits, up to 8 metres deep, long thought to be the result of river flooding. Modern research hypothesizes instead—based on the presence of mollusc and gastropod shells and foraminifera— that the site was buried by ocean waters resulting from repeated tsunamis. The exact site was re-discovered in 1766 by the English antiquarian Richard Chandler. The first excavation of the sanctuary at Olympia was not carried out until 1829, by the French "Expedition Scientifique de Moree".
1875–1881
Since the 1870s, the excavation and preservation of Ancient Olympia has been the responsibility of the German Archaeological Institute at Athens. The first major excavation of Olympia began in 1875, funded by the German government after negotiation of exclusive access by Ernst Curtius. Other archaeologists excavated the central part of the sanctuary including the Temple of Zeus, Temple of Hera, Metroon, Bouleuterion, Philipeion, Echo Stoa, Treasuries and Palaestra. Important finds included sculptures from the Temple of Zeus, the Nike of Paeonius, the Hermes of Praxiteles and many bronzes. In total 14,000 objects were recorded. The finds were displayed in a museum on the site.
1900–1950
Excavation was continued in a more limited way by Dörpfeld between 1908 and 1929 but a new systematic excavation was begun in 1936 on the occasion of the 1936 Summer Olympics in Berlin under Emil Kunze and Hans Schleif. Their excavation focus was on the area to the south of the stadium, the South Stoa, bath complex and gymnasion.
1950 to present
Between 1952 and 1966, Kunze and Schleil continued the excavation joined by architect Alfred Mallwitz. They excavated Pheidias' workshop, the Leonidaion and the north wall of the stadium. They also excavated the southeast section of the sanctuary and out of approximately 140 debris pits found many bronze and ceramic objects along with terracotta roof tiles.

Mallwitz took charge of the excavations between 1972 and 1984 revealing important dating evidence for the stadium, graves, and the location of the Prytaneion. From 1984 to 1996, Helmut Kyrieleis took over the site and the focus shifted to the earlier history of the sanctuary with excavation of the Prytaneion and Pelopion.)

[1] ILIA: Simply Unique, Ministry of Tourism, Greek National Tourism Organisation, Prefecture of Ilia, 2004 p.38-40
[2] https://en.wikipedia.org/wiki/Olympia,_Greece

The sanctuary of Ancient Olympia, as a remarkable work of art

The sanctuary of Olympia, in the North West of the Peloponnese, in the Regional Unit of Eleia (Elis), has been established in the valley created by the confluence of the Alpheios and Kladeos rivers in a natural setting of beauty and serenity. The Pan-Hellenic sanctuary has been established in the history of culture, as the most important religious, political and sports centre, with a history that dates back to the end of the Neolithic times (4th millennium BC). The famous sanctuary became the centre of worship of Zeus, the father of the twelve Olympian gods. For the Altis, the sacred grove and the centre of the sanctuary, some of the most remarkable works of art and technique have been created, constituting a milestone in the history of art. Great artists, such as Pheidias, have put their personal stamp of inspiration and creativity, offering unique artistic creations to the world. In this universal place, the Olympic Idea was born, making Olympia a unique universal symbol of peace and competition at the service of virtue. Here, too, prominence was given to the ideals of physical and mental harmony, of noble contest, of how to compete well, of the Sacred Truce; values, which remain unchanged in perpetuity. [1]

CULTURAL HERITAGE OF ANCIENT OLYMPIA

-THE ARCHAEOLOGICAL SITE

The site of Olympia, in a valley in the Peloponnesus, has been inhabited since prehistoric times. In the 10th century B.C., Olympia became a centre for the worship of Zeus. The Altis – the sanctuary to the gods – has one of the highest concentrations of masterpieces from the ancient Greek world. In addition to temples, there are the remains of all the sports structures erected for the Olympic Games, which were held in Olympia every four years beginning in 776 B.C.)

Olympia is an outstanding example of a great Pan-Hellenic sanctuary of antiquity, with its multiple functions: religious, political and social. Ancient sanctuaries, such as the Pelopion and a row of Treasuries to the north at the foot of Kronion Hill, are present within the peribolus of the Altis, consecrated to the gods, alongside the principal temples of Zeus and Hera. All around the divine precinct are the structures used by the priests (Theokoleon) and the administration (Bouleuterion), as well as common buildings (Prytaneion), accommodation (Leonidaion and Roman hostel), residences for distinguished guests (Nero's House), and all the sports structures used for the preparation and celebration of the Olympic Games: the stadium and the hippodrome to the east, and the thermal baths, the Palaestra and the Gymnasium to the south and west.

The sanctuary of Olympia and its surrounding area are preserved in almost intact condition, from ancient times till today. In the sacred Altis, Zeus' sacred forest, the same tree and plant species are found, as in antiquity. The ancient monuments and the votives, which are displayed in the Museum of Olympia have not undergone any intervention, which would change their form and content. The values of fair competition and Sacred Truce, which were

established during the ancient Olympic Games, are diachronic and always pertinent. The visitor of today, when visiting the archaeological site of Olympia, can feel the spirituality and ideological weight of this Olympian landscape. [2]

- THE MUSEUMS OF ANCIENT OLYMPIA
Within minutes of walk from the archaeological site lie the three museums of Olympia that unfold the history of the sanctuary of Zeus and its celebrated games: the Archaeological Museum, the Museum of the History of the Ancient Olympic Games and the Museum of the Modern Olympic Games.

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[1] http://whc.unesco.org/en/list/517
   2   http://whc.unesco.org/en/list/517

1. Archaeological Museum of Olympia

The museum was built opposite the excavation site in a valley northwest of the Kronion hill. Designed by Patroklos Karantinos, it was officially opened in 1982. One of the best known exhibits is the Nike of Paeonius, which is featured on the medals awarded during the 2004 Summer Olympics in Athens.

The Archaeological Museum of Olympia, one of the most important museums in Greece, presents the long history of the most celebrated sanctuary of antiquity, the sanctuary of Zeus, father of both gods and men, where the Olympic games were born. The museum's permanent exhibition contains finds from the excavations in the sacred precinct of the Altis dating from prehistoric times to the Early Christian period. Among the many precious exhibits the sculpture collection, for which the museum is most famous, the bronze collection, the richest collection of its type in the world, and the large terracottas collection, are especially noteworthy.The museum building comprises exhibition rooms, auxiliary spaces and storerooms. The vestibule and twelve exhibition rooms contain objects excavated in the Altis.
Among the most important exhibits of the museum are:
The sculptured ornaments from the Temple of Zeus.
Hermes of Praxiteles
Nike of Paionios
Zeus and Ganymedes
Bronze breast-plate with incised decoration.
The Helmet of Miltiades
Bronze battering-ram
Bronze horse
The Archaeological Museum of Olympia, supervised by the Seventh Ephorate of Prehistoric and Classical Antiquities, was reorganized in 2004 to meet modern museological standards[1]

2. The Museum of the History of the Olympic Games

The Museum of the History of the Olympic Games in Olympia: The first archaeological museum of Olympia was established in 1886 on top of a small hill, western of Alteos area. After a series of damages caused by an earthquake in 1954, the archaeological museum was rebuilt and in 2004 it was officially turned into the Museum of the History of the Olympic Games. The museum presents the long history of the Olympic Games and hosts findings related to the period when the ancient games took place. The 463 ancient findings hosted in the museum date back from the 2nd millennium BC to the 5th century A.C. and they are carefully lined up in thematic sections. The exhibition includes 14 thematic sections starting from the birth of the sport festivals in Greece with ceramic findings and objects from the Mycenae period.[2]

2. The Olympic Games Museum

The Museum of Modern Olympic Games at Olympia was inagurated in 1961 by the philatelist George Papastefanou - Provatakis. It was housed in the old building of the former

elementary school in Olympia, which George Papstefanou has bought and with the appropriate arrangements, has transformed in a exhibition place, with his personal collection of souvenirs and memorabilia from modern Olympic Games. The first visitor passed its gate, on the 3th of September 1961. Since that year 1961 and until 1972 the Museum was called «Athlofiloteliko Olympic Museum». On December 27, 1963, George Papastefanou sent to the Prince of Greece Constantine a letter, which he communicated his desire to donate the museum with all the collections included, to the Hellenic Olympic Committee.

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[1] http://odysseus.culture.gr/h/1/eh151.jsp?obj_id=7126
[2] http://www.greeka.com/peloponnese/olympia/olympia-museums/museum-ancient-games.htm

On the 28th of March, 1964, the Museum was donated to the Hellenic Olympic Committee and George Papastefanou has appointed as the director of the Museum. [1]

-INTERNATIONAL OLYMPIC ACADEMY
 On the 28th of April 1949, the 44th IOC Session in Rome unanimously approved the establishment of the IOA, and assigned its implementation and operation to the Hellenic Olympic Committee, under the auspices of the IOC. Several years later and after a long struggle, the first IOA Session was scheduled for the summer of 1961 to coincide with the opening ceremony of the ancient stadium of Olympia, which had been excavated thanks to the initiative of Carl Diem, who ensured the expenses for the project.
The International Olympic Academy was officially inaugurated on the 14th of June 1961, and the proceedings of the first Session were headed by Cleanthis Palaeologos, Director of the Physical Education Department of the University of Athens, and the German Professor Lotz.
During its first decade of operation, the activities of the IOA were limited to the International Session for Young Participants. From 1970, the IOA progressively implemented additional educational programmes devoted to the issues of the Olympic Movement. Today, many different events take place every year on the premises in Ancient Olympia. Until 1966, participants lived in tents, and the Sessions were held under the pine trees. The first buildings were completed in 1967, and they have gradually been added to with sports facilities and new buildings. The new conference centre was completed in 1994, bringing state of the art facilities to the service of the participants.
In recognition of its contribution to the humanistic aim it serves and to the development of the Olympic Movement, the IOA was awarded the Bonacosa Award in 1961 and 1970, and the Olympic Cup in 1981.
The aim of the International Olympic Academy is to create an international cultural centre in Olympia, to preserve and spread the Olympic Spirit, act as an International Forum for free expression and exchange of ideas among the Olympic Family, intellectuals, scientists, athletes, sport administrators, educators, artists and the youth of the world, study and implement the educational and social principles of Olympism and consolidate the scientific basis of the Olympic Ideal, in conformity with the principles laid down by the ancient Greeks and the revivers of the contemporary Olympic Movement, through Baron de Coubertin's initiative. [2]

-INTERNATIONAL FESTIVAL OF ANCIENT OLYMPIA
 The most important cultural event, organised by the Municipality of Ancient Olympia, is the International Festival of Ancient Olympia in its constant effort to attain a cultural level of excellence and to shape cultural events. Olympia, the cradle of civilization and of the Olympic ideals, hosts the festival of the same name, with theatrical and musical shows and

with the participation of famous artists by implementing an integrated cultural development programme for the Municipality and the whole area of the Prefecture of Ilia and by creating the necessary infrastructure to promote intellectual and cultural expression. The shows take place every year from July to September in the stone Floka Theatre as well as in the small Drouva forest theatre and in some other places.

- CULTURAL EVENTS

True to its rich historical and cultural heritage, Olympia is still a land of culture today. Local bodies and intellectuals promote culture with a multitude of activities that take place all year round in many areas of the Municipality

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1 http://www.hoc.gr/en/node/393

[2] www. ioa.gr

-ATHLETIC EVENTS

Numerous of athletic events have been organising in Ancient Olympia as this is the place where the first sports competitions in the history were born and the first Olympics took place in 776 B.C. and the Municipality has been trying to maintain this ancient tradition.

OTHER HIGHLIGHTS of the wider area of the Municipality of Ancient Olympia

- THE OAK FOREST OF PHOLOE (FOLOI)
- THE WATERFALLS OF ERYMANTHOS RIVER IN NEMOYTA and THE APLHEIOS RIVER
- THE ENVIRONMENTAL MUSEUM OF PHOLOE
- THE TRADITIONAL STONE VILLAGE OF LAMPEIA
- THE CULTURE AND ENVIRONMENTAL INFORMATION CENTRE OF DIVRI AND THE INFORMATION CENTRE OF OREINH

-THE OAK FOREST OF PHOLOE (FOLOI)

 One of the most extraordinary cases of plateaus and the only such plateau in Balkans, is the plateau of Foloi in Mt Erymanthos, only 30km far away from the town of Olympia, in the Municipality of Ancient Olympia. [1]

 Characterized as one of the most beautiful forests of Peloponnese, Foloi Forest is considered the oldest European self-planted beech and oak forest and the biggest of the Balkans. It is an ecosystem unique in the Balkan peninsula and consists of a territory of 9,900 acres (40,000 square meters), which is almost entirely covered by dediluous oaks that form a dense forest area. The locals named it ''Kapeli'', which means dense or abundant forest, and it is also known as Ilia's balcony. Foloi Oak Forest spreads at 688 m altitude, while the rivers Erymanthos and Ladon create a unique and enchanting environment. Several numbered pathways passing through the forest make Kapeli an ideal location for horse riding ad cyclig. [2]

The mysterious beauty of Foloi Oak Forest inspired Ancient Greeks to believe that it was a habitat of Centaurs and Fairies. So, they named the forest after the chief of the Centaurs, namely Folos. The fairies of the forest were the oak fairies, known as Dryads.

The oak forest has been assessed as an ''Important Bird Area'' in Greece, which attests to the overall environmental quality of the area. The forest has been inventoried in accordance with EU Council Directive 92/43 EEC for the conservation of natural habitats and wild fauna and flora and is protected from the European Network Natura 2000. [3]

-THE WATERFALLS OF ERYMANTHOS RIVER IN NEMOYTA and THE APLHEIOS RIVER

Nemouta waterfalls or otherwise called Haratsari waterfalls are a new "treasure" of natural beauty in the Ancient Olympia area. Up until recently a hidden and unknown to the general public point of natural beauty of Ilia, emerges lately thanks to the perseverance of a group of young people. North of Ancient Olympia, at the limits of the shires of Ilia and Arcadia next to river canyon of Erymanthos are the twenty beautiful varying in size (from 15 to 45 meters) waterfalls of the stream of Haratsari, which excite anyone who visits the area. River Erymanthos is one of the most magnificent places in the municipality of Ancient Olympia : a river with crystal clear waters, unlikely rock formations covered in moss, tall and imposing trees, hanging vines that add mystery to the scene and, in the midst of all these, several impressive waterfalls that take the breath away.

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[1] http://www.mysteriousgreece.com/2015/10/foloi-oak-forest-peloponnese/
[2] http://arcadiaimages.gr/foloi-oak-forest/
[3] Magazine "ILIA : Simply Unique'', p.38

There are many surprises along the way: secret caves behind some of the Nemouta waterfalls, green paradises at the bottom of the gorge, tall rocks kissing high above your heads, like a scene from a movie.[1]
The Erymanthos river flows into the largest river in the Peloponnese Alpheios, part of which is in the territory of Olympia. The Alfeios, a sacred river of love and song, full of legends and traditions, beloved of gods and men, was at the same time a god, a man and a river. Through the [2]

-THE ENVIRONMENTAL MUSEUM OF PHOLOE
The Environmental Museum of the Oak forest of Pholoe (Information Centre) is situated in Loutsa, Koumani (Municipality of Ancient Olympia), 37km far away from the town of Olympia, and is built on a plot-forestland.
It is a wooden building of 115.20 sq. m while natural materials have been used in the improvement of the surrounding area. The building is divided into three main spaces housing the exhibition, information point and staff.
More specifically:
In the first room the following topics are presented:
1. Ilia (history, nature, culture)
2. The Oak forest of Pholoe (natural wealth, fauna, bird fauna, wild flower vegetation, etc.)
3. History and Mythology (Hercules, the Centaurs, the Erymanthian Boar)
4. Raising awareness in Ecology and Ecotourism
5. Forest fires in Ilia and forest protection

The second room has a capacity of fifty seats and audiovisual equipment to host lectures and show films on the Androni and Erymanthos mount ravines as well as on Hercules, the Centaurs and the Erymanthian Boar. A small library that contains material about the forest and the environment can also be found in the museum.
Bionoculars and compasses are available to visitors for touring and nature watching. Athree-dimensional presentation of the forest will also help them to get further information.[3]

-THE TRADITIONAL STONE VILLAGE OF LAMPEIA
http://thinkgreekly.blogspot.gr/2014/03/lampeia-ilia-greece.html
Lampeia or Divri is one of the preminent, historical and potential tourism destinations. Its distance from Olympia is nearly 42 kilometres north of it. It is situated south of the river Erymanthos, in the valley of a tributary of this river. Its elevation is about 800 m above sea level. Divri consists of different neighbourhoods. This is the reason why the houses are divided into districts; each of them has its own church and social life.

The main neighbourhoods names probably come from the family names of the original settlers. The visitors will definitely enjoy the walk away from the public road where not only the scenery is peaceful and pleasing, but also monuments, old houses and fountains will impress them.

Located in a green hillside, the Lower Monastery is dedicated to Virgin Mary. 'Kato Moni' celebrates the Assumption on August 23. The temple has remarkable wood-carved iconostasis inscription that dates to the 18th century.

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1 http://www.aldemarhotels.com/blog/el/the-nemouta-waterfalls-of-ilia-a-hidden-paradise/
2 https://www.hotelpelops.gr/nemouta-waterfalls/
3 Magazine, ''ILIA- Simply Unique'', p.41

The church is full of paintings of 1746. Lampeia is famous for its fountains and the crystal, very cold, clear water gushing out of them. The three fountains - Gavrovikos, Morios and Kosmopoulos - that the visitors come across when entering and leaving the village on the public road and the two - three newer ones in the market, but they are not the only ones – the entire village has over 100 fountains in total.

Over the last few years a traditional event takes place every summer in Lampeia, in which different Dance Groups of Cultural Groups take part, and attracts the attention of residents and visitors in the region.

- THE CULTURE AND ENVIRONMENTAL INFORMATION CENTRE OF DIVRI AND THE INFORMATION CENTRE OF OREINH

The Environmental Information Centre of Divri and the Information Centre of Oreini are two cultural/environmental centres 50 km far away from the town of Olympia, in the Municipality of Ancient Olympia.

The Greek National Tourism Organization, under the third Community Support Framework 2000-2006 and the "Competitiveness and Entrepreneurship" Program - Ministry of Development, oversaw the restoration of the " Petralia Mansion " in Divri and the building of the old Primary School in Orini (region of Western Greece). The purpose of restoring the two buildings is to convert the first into an Environmental Information Center and the second into an Ecotourism Information Center.

OIKOM along with TETRAGON planned and implemented the permanent exhibition of the Culture and Environment Center of Divri at the Petralias Mansion, transforming it into a cultural space, where history, nature and the athletic – olympic ideal are showcased.

The objective of this project is to amend the uses of these establishments so they can promote natural and cultural heritage of the wider area. The project contributes towards this direction, through the design, organization, production and installation of an Environmental Interpretation System.

The building in Divri was given as a donation to the former Lampeia Municipality by the family of former minister Fani Palli Petralia and her sister Titie Psilaki - Petralia, heirs of Epaminondas Petralias.

A. Environmental Information Center of Divri

The thematic approach for the Environmental Information Center of Divri is based on the identification/ promotion of the dipole Nature and Culture in the region, as well as on the scientific presentation/ tribute to History, Sports and Olympic Spirit of the donors of the mansion, family Petralia.

The exhibition was enriched with historical material, documents and artifacts of the Petralia family, granted exclusively for use in that specific area.

B. Ecotourism Information Center of Orini

The thematic approach for the Ecotourism Information Center of Orini is based on the identification and promotion of interesting points of the area that stands out for their natural beauty and cultural value. [1]

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[1] http://www.oikom.gr/en/content/environmental-information-center-divri-information-center-oreini

ANCIENT OLYMPIA , A pole of attraction IN ACCORDANCE TO THE VISITS

ARRIVALS and OVERNIGHTS AT THE HOTELS
Info/data given by the Hotel Owners Association

Arrivals to the Hotels of Ancient Olympia :

YEAR:	2010	2011	2012	2013	2014
ARRIVALS:	122.848	117.745	78.618	79.830	92.024

Overnights at Hotels of Ancient Olympia

YEAR:	2010	2011	2012	2013	2014
OVERNIGHTS:	143.695	141.010	106.302	110.424	140.355

NATIONALITIES of VISITORS
Greece : 18 %
Italy : 16%
Spain : 2%
Germany : 14%
France : 18%
Austria : 3%
USA : 19%
S. America : 1%
China : 2%
Gr. Britain : 4%
Others : 4%
It is obvious that a distinctive role play the markets of Italy, France, Germany, USA and Greece.

VISITORS AGES
15 – 18 : 5%
19 – 28 : 25%
29 – 38 : 29%
39 – 48 : 20%
29 – 58 : 21%
It is obvious that there is a Big Age Range Cover.

VISITORS
Alone : 3%
With Family : 55%

Couples : 25%
With Friends : 17%
The Visitors who come with their family are the most.

KIND OF TRAVEL
Individual : 55%
All inclusive : 10%
Group – Travel Specialists : 35%

KIND/ STYLE OF VACATION
Excursion – History – Archaeological Monuments : 55%
Activities – Adventure : 23%
Holidays : 18%

Other Incentives : 4%
VISITS and COLLECTIONS OF MUSEUMS AND ARCHAEOLOGICAL SITE
Info/data given by the Ephorate of Antiquities Of Eleia

VISITORS
Archaeological Site (The 1st semester of 2015)

January	February	March	April	May	June
5.504	5.818	19.499	39.430	51.518	54.152

Museum of Ancient Olympia (The 1st semester of 2015)

January	February	March	April	May	June
2.180	4.340	13.127	19.803	16.483	15.269

Museum of the Olympic Games History (The 1st semester of 2015)

January	February	March	April	May	June
264	266	565	1.257	1.375	1.594

COLLECTIONS (in Euro)
Archaeological Site (The 1st semester of 2015)

January	February	March	April	May	June
29.637	19.631	52.664	154.207	296.270	323.228

Museum of Ancient Olympia (The 1st semester of 2015)

January	February	March	April	May	June
9.611	5.228	8.839	36.289	63.180	72.540

Museum of the Olympic Games History (The 1st semester of 2015)

January	February	March	April	May	June
252	268	347	1.074	1.415	2.008

IV. STAKEHOLDERS OF ANCIENT OLYMPIA

The purpose of this chapter is to focus on the role of stakeholders in the creation, development and ultimately ownership of place brands. The chapter contributes towards laying the foundations of a participatory view of place branding. It establishes an urgent need to rethink place branding towards a more participation-oriented practice. This is based on the centrality of stakeholders in the creation, development and ownership of place brands. The role of stakeholders goes well beyond that of customers/consumers as they are citizens who legitimize place brands and heavily influence their meaning.[1]

The chapter provides a clear description of the role of stakeholders in place branding. It brings together in an integrated manner several arguments for stakeholders' participation. These lead to the conclusion that effective place brands are rooted in the involvement of stakeholders and substantiate the call made here for participatory place branding[2]

Stakeholder engagement matters to city banding on two levels.

First, there is growing evidence that the most effective city branding initiatives involve and energize a wide range of local players to craft and convey the new message about the place. Equally, there is a weight of evidence that initiatives which do not engage, and in some cases alienate local stakeholders are almost always destined to fail.

Second, effective stakeholder engagement is crucial to the acceptance of city branding as an important and respected discipline within modern urban development and management. The more people are engaged in effective and productive city branding strategies, the more the scepticism and suspicion that surrounds it can be countered.

A stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by a programme. There is a long list of people, organizations and associations that affect and are affected by Ancient Olympia . Some of these may have the power either to block or advance. Some may be interested in what it is being done, others may not care. There are a lot of different stakeholders in a Municipality , and they can be classified by their power over the Municipality and by their interest in it. There are some tools available which help to map out the stakeholders and how best to influence then. After having presented what stakeholders are and the stakeholder theory I will attempt to present briefly the main stakeholders of Ancient Olympia and the different role each one of them play and I will indicate in which way they can affect the promotion and the brand name of Olympia, taking into consideration the interests, aims and power each one of them.[3]

1. Stakeholders Theory

Key players involved in city branding

According to the literature, the stakeholders play a key role in the development of city branding. In this section we explored the stakeholder theory applied to city branding in the development of city branding. In this section we explored the stakeholder theory applied to city branding in the concept of stakeholder.

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[1] http://www.emeraldinsight.com/doi/abs/10.1108/17538331211209013
[2] **Mihalis Kavaratzis, (2012) "From "necessary evil" to necessity: stakeholders' involvement in place branding", Journal of Place Management and Development, Vol. 5 Iss: 1, pp.7 – 19**
[3] **John P. Houghton and Andrew Stevens, ''City Branding : Theory and Cases" , City Branding and Stakeholder Engagement ,Part I ,pp 45-53, 2011, Palgrave Macmillan UK**

It is understood by functioning of a city, and consequently add value to the city. The literature indicates that there are six types of stakeholders that stand out in this process: tourists, industry, the local community, government, special interest groups and educational institutions [1]

Effective Stakeholder Management creates positive relationships with stakeholders through the appropriate management of their expectations and agreed objectives. Stakeholder management is a process and control that must be planned and guided by underlying principles. Stakeholder management within businesses, organizations, projects or Municipalities, like Ancient Olympia, prepares a strategy utilising information (or intelligence) gathered during the following common processes

The key points of the Stakeholders theory understanding are the following :

  i. Stakeholder Identification
  ii. Prioritize the Stakeholders
  iii. Understanding Key Stakeholders
  iv. Key principles of Stakeholder engagement
  v. Organizational Stakeholders
  vi. Engaging and Communicating with Stakeholders

2.   **The Stakeholders of Ancient Olympia**
  A. **MINISTRY OF CULTURE AND SPORTS (Ephorate of Antiquities of Ileia – Olympia)**
  B. **HELLENIC OLYMPIC COMMITTEE**
  C. **HELLENIC OLYMPIC ACADEMY**
  D. **INTERNATIONAL OLYMPIC ACADEMY**
  E. **REGION OF WESTERN GREECE**
  F. **MUNICIPALITY OF ANCIENT OLYMPIA**
  G. **TWIN TOWNS/SISTER-CITIES OF ANCIENT OLYMPIA**
  H. **LOCAL MEDIA (TELEVISION &RADIO STATIONS, NEWSPAPERS)**
  I. **HOTEL OWNERS ASSOCIATION**
  J. **SHOP OWNERS ASSOCIATION**
  K. **SPONSORS**
  L. **CULTURAL ASSOCIATIONS**

  M. **LOCAL SPORTS CLUBS & ASSOCIATIONS**
  N. **ENVIRONMENTAL ASSOCIATIONS**

A. EPHORATE OF ANTIQUITIES OF ILEIA-OLYMPIA

The Ephorate of Antiquities of Eleia-Olympia is a regional service of the Ministry of Culture, at directorate level, it is based in Ancient Olympia and its area of responsibility extends into the Ileia Prefecture.

The purpose of the Ephorate is to protect and display the antiquities which are found within its area of competence. The Ephorate of Antiquities of Eleia systematically supervises the area for any acts of illegal excavations, monitors and intervenes, when necessary, in case any antiquities are revealed during the course of digging works and performs control on excavation works for the foundation of new buildings as well as on their size and architectural design, when appropriate. Furthermore, the Ephorate supervises all the necessary conservation works on the site.

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1 https://repositorio-aberto.up.pt/bitstream/10216/86096/2/157701.pdf

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Since 2007, during an annual open event, the competent Ephorate presents its work and activities at the area of the Regional unit of Eleia. Through this open dialogue with the local community and authorities, the enhancement and promotion of the region's monumental wealth is attempted. Furthermore, the presentation of the Service's activities on the internet is planned to be created, in order for an open Forum concerning the history and culture of the area of Olympia and the whole Eleia.

In the archaeological site, many interventions have taken place by the personnel of the Ephorate, such as the new ticket office, the ramps for disabled people and the replacement of the old informative signs. Additionally, close to the site, the creation of the "Olympic Botanical Garden", containing flora native to the area which has grown since antiquity according to the descriptions of the ancient traveller Pausanias, provide visitors with an opportunity to investigate the native flora and enrich their knowledge concerning the history of Olympia from another perspective.[1]

B. HELLENIC OLYMPIC COMMITTEE

Lighting ceremony and events

Hellenic Olympic Committee (HOC) (Greek: Ελληνική Ολυμπιακή Επιτροπή) is the governing Olympic body of Greece. It is one of the oldest National Olympic Committees in the world, being founded in 1894 and recognised in 1895. It is based in Athens, Greece.

 The Hellenic Olympic Committee works towards the development, promotion and protection of the Olympic Movement, the sports and the fair play, according to the principles of the Olympic Ideal and the traditions of the Hellenic athletics. Moreover, the hoc accommodates the Lighting Ceremony of the Olympic Flame, which is held in Ancient Olympia, during the Summer and Winter Olympics. [2]

 https://en.wikipedia.org/wiki/Olympic_flame

The Olympic Torch today is ignited several months before the opening ceremony of the Olympic Games at the site of the ancient Olympics in Ancient Olympia. Eleven women, representing the Vestal Virgins, perform a celebration at the Temple of Hera in which the torch is kindled by the light of the Sun, its rays concentrated by a parabolic mirror. The torch briefly travels around Greece via short relay, and then starts its transfer to the host city after a ceremony in the Panathenaic Stadium in Athens.[3]

C. NATIONAL OLYMPIC ACADEMY OF GREECE

Events co-organised with the Municipality of Ancient Olympia and several other events in the premises of the IOA

e National Olympic Academy of Greece has the aim to inspire people and promote the Olympic Philosophy and Ideals in the Greek territory. It provides guidelines for the promotion of the Olympic Programmes of the IOA and cooperate with various

organisations(such as local authorities, Municipality of Ancient Olympia) in order to develop Olympic Education Programmes. The objective of the NOA of Greece is to approach Olympic Education from a practical rather than from a theoretical perspective.[4]

[1] **http://whc.unesco.org/en/list/517**
[2] **http://www.hoc.gr/el/node/3**
[3] **https://en.wikipedia.org/wiki/Olympic_flame**
[4] **https://en.wikipedia.org/wiki/Olympic_flame**

D INTERNATIONAL OLYMPIC ACADEMY

In the 39th IOC Session in London, the IOC decided to place the International Olympic Academy which would promote the Olympic ideals through education under its auspices. Several years later and after a long struggle, the International Olympic Academy was officially inaugurated on the 14th of June 1961.

During its first decade of operation, the activities of the IOA were limited to the International Session for Young Participants. From 1970, the IOA progressively implemented additional educational programmes devoted to the issues of the Olympic Movement. Today, many different events take place every year on the premises in Ancient Olympia.

The aim of the International Olympic Academy is to create an international cultural centre in Olympia, to preserve and spread the Olympic Spirit, study and implement the educational and social principles of Olympism and consolidate the scientific basis of the Olympic Ideal, in conformity with the principles laid down by the ancient greeks and the revivers of the contemporary Olympic Movement, through Baron de Coubertin's initiative.

D. THE REGION OF WESTERN GREECE

The Region of Western Greece stretches from the northwest part of the Peloponnese to the western tip of the Greek mainland. It is one of the 13 Regions of Greece, is separated in 3 administrative districts, the Prefectures of Aitoloakarnania, Achaia, and Elia. The Municipality of Ancient Olympia as one of the seven Municipalities of the Prefecture of Elia is part of the Region of Western Greece.

The Regional Development Fund is a special service of Region of Western Greece that has the following main responsibilities:

Management of the public investment programme (i.e. national & European funding to the region)

Support the strategic planning of the region in the fields of its responsibility.

Assistance to the regional authority for the implementation of European development projects.

E. MUNICIPALITY OF ANCIENT OLYMPIA

https://en.wikipedia.org/wiki/Municipalities_and_communities_of_Greece

The municipalities of Greece (Greek: δήμοι, dímoi) are the lowest level of government within the organizational structure of that country. Since the 2011 Kallikratis reform, there are 325 municipalities. Thirteen regions form the largest unit of government beneath the State. Within these regions are 74 second-level areas called regional units. Regional units are then divided into municipalities. The new municipalities can be subdivided into municipal

units (the old municipalities), which are subdivided into municipal communities or local communities.

The Municipal and Communal Code (art. 24) states that municipalities and communities have responsibility for the administration of their local jurisdiction as it pertains to the social, financial, cultural and spiritual interests of its citizens. More specifically, communities and municipalities have responsibility for the following:

- Security and police
- Fire fighting
- Civil protection
- Nurseries and kindergartens
- Repair and maintenance of all schools, including the issuing of permits
- Adult education
- Hospitals and health departments
- Family and youth services
- Rest homes
- Public housing and town planning
- Water and waste treatment
- Cemeteries
- Environmental protection
- Theatres, museums, libraries
- Parks, sports and leisure facilities
- Urban road systems
- Gas supplies
- Irrigation
- Farming and fishing
- Commerce and tourism
- Licensing certain business enterprises [1]

F. TWIN TOWNS / SISTER-CITIES OF ANCIENT OLYMPIA

The Municipality of ancient Olympia has a numerous number of sister-cities and this because of the long history of Ancient Olympia. Twin towns can affect in many ways Ancient Olympia and in many ways they help and support Olympia. Some sister cities keep stronger bonds with the Municipality and other tight. The truth is that this institution gives a lot to the Municipality's external affairs and image.

The Municipality organizes with its sister cities many cultural and athletic events. They invite Municipal Councillors to participate in several events or fora and they invite children and young athletes from Olympia when they host athletic events. In this way they promote Olympia and Olympism and of course they help Olympia maintain and accents its brand name worldwide. The Municipality cultivate trade relationships with its twin towns by exchanging several traditional products from the wider area of Ancient Olympia. Moreover, the cultural exchanges between the Municipality and its sister-cities help it to demonstrate its civilization and its ancient and modern history and tradition worldwide.

G. LOCAL MEDIA

The Local Media, TV channels and radio, play a very important role at the promotion of the Municipality's policy, initiatives and events. They cover every Municipality's cultural or athletic event and they support and assist the initiatives of the Municipality by expressing their opinion and giving their advice on how some events must get organised.

Sometimes the Local Media express their negative opinion by judging the Municipality, but this is something that helps it to get evolved and become better and better.

I. HOTEL OWNERS ASSOCIATION

Ancient Olympia Hotel Owners Association's mission is to advance and protect the business interests of hotel owners through advocacy, industry leadership, professional development, member benefits, and community involvement.

The Association works to improve revenue for the hotels of Ancient Olympia, further strengthen the value of the brand name of Olympia and most importantly, enhance the experience for their guests. The Association represents the interests of owners and operators of more than 20 Hotels, Motels and B&Bs in Ancient Olympia.

Hoteliers continue to be at the forefront of efforts to grow the Ancient Olympia economy by creating jobs and promoting travel and tourism. The Hoteliers of Ancient Olympia have become civic leaders on behalf of small businesses by ensuring fair and balanced policies that promote prosperous small business growth.

[1] https://en.wikipedia.org/wiki/Municipalities_and_communities_of_Greece

J. SHOP OWNERS ASSOCIATION

Ancient Olympia being a touristic destination has a numerous number of shops and the association of the shop owners is very powerful. They have their interests, and they try to attract more and more tourists for their benefit.

 The problem is that on the one hand during the winter months the tourists who come and visit Olympia are very few and on the other hand the tourists who visit Olympia during the summer months do not stay for many days and those who are in cruise do not spend much time in Olympia and all this create many problems.

However, shop owners association is a group of individuals who take initiatives, organizes many events, some of them in collaboration with the Municipality of Ancient Olympia and it is a living organism in Olympia and influences in many ways the Municipal Aythority.

K. SPONSORS

https://en.wikipedia.org/wiki/Sponsor_(commercial)

Sponsoring something (or someone) is the act of supporting an event, activity, person, or organization financially or through the provision of products or services. The individual or group that provides the support, similar to a benefactor, is known as **sponsor**.

Sponsorship is a cash and/or in-kind fee paid to a property (typically in sports, arts, entertainment or causes) in return for access to the exploitable commercial potential associated with that property.

Although the band name of Ancient Olympia is very important, it is true that sponsorship is not such rife and used as it should be. It is widely accepted among the residents of Ancient Olympia that the Municipal Authority and the entrepreneurs of Olympia should focus more on the issue of the attraction of great Sponsorhips. [1]

L. CULTURAL ASSOCIATIONS

 Cultural associations are highly appreciated, as they enrich and preserve the cultural identity of the region and support the residents of Ancient Olympia Municipality. They often organize traditional and cultural events, traditional dancing lessons, theatrical performances and social events designed to preserve and spread the great heritage of the Municipality. They offer a rich educational material for younger generations and honour the traditions of older generations.

 Villagers and visitors who would like to broaden their social horizons or get into something different will be happy to learn more about the wide variety of activities that are now being organized by the several cultural associations of Ancient Olympia.. With the general aim of

building a community of sharing across different cultures, developing personal interests, and promoting the conservation of the Ancient Olympia and the widen area environment and landscape, theses associations are new open fora that organize a good number of events.

M. LOCAL SPORTS CLUBS & ASSOCIATIONS (OLYMPIONIKES, AOLMO, HERMES PLATANOY, PELOPS PELOPIOY, ARIS STREFIOY, Ag. DIMITRIOS POYRNARIOY…etc)

A sports club or sports association, is a group of people formed for the purpose of playing sports. A club is solely created by its members, players and supporters.

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[1] https://en.wikipedia.org/wiki/Sponsor_(commercial)

The local sports clubs in Ancient Olympia are organisations whose members play together, unpaid, and may play other similar clubs on occasion, watched mostly by family and friends.

M. ENVIRONMENTAL ASSOCIATIONS

Concerned primarily with the cleaning and conservation of paths, public sites and roads of the Municipality of Ancient Olympia, reforestation, afforestation and forestation of different parts, the Associations coordinate a variety of initiatives that have the aim of conserving the natural beauty of the whole Municipality and its unique 42,000ectars Oak Forest in Foloi area by fostering a modern attitude and approach towards the preservation of this unique environment.

Conclusion of the Chapter

This chapter sets out a simple but challenging proposition: stakeholder engagement is crucial to the success of any city branding strategy, but doing it effectively requires an approach that is more democratic and exploratory than much standard practice.

Brands are not formed through traditional communications, but are co-created by a multitude of people who encounter and appropriate them. This demonstrates that there is a call for greater involvement of stakeholders in branding (Gregory, 2007), which posits the need to empower the relevant stakeholders and allow them to participate freely in creating the brand. All this centre on the fact that stakeholders both receive and assume control of brand meanings (Hatch and Schultz, 2010; Kavaratzis, 2012), making them part of the brand (experience). [1]

The stakeholders do not constitute a coherent group but include a multiplicity of groups of people that are bound to have varying and conflicting preferences, desires, or, attitudes. [2] Building brand equity for the brand name of Olympia requires a thorough understanding of how value is created for the different stakeholders and how this can be translated into value. In addition, building relationships within the network and inside the organisation creates ''network equity'', which Ferrand and McCarthy(2009) termed a value canstellation. Brand value is produced when multiple stakeholders interface with a brand. An important aspect of creating value for both an organisation and its customers or both a city and its ''customers'' is the building of a network of relationships that work in synergy. Although brand value may also be created through some form of interaction between a brand and an individual stakeholder, brand value is not necessarily the sum of the values of each separate relationship, and brand value does not depend on a single relationship.

Value is created through the meeting of stakeholders' expectations, in the form of either functional, symbolic or hedonic exchanges and outcomes. Managers' actions in relation to the brand affect stakeholders' perceptions of the brand. However, the actions of other stakeholders also affect the overall perception of the brand.

Every stakeholder contributes to value co-creation and the actions of brand allies impact brand value. As described above, each stakeholder engages in branding and co-branding activities and in doing so creates value for itself and the brand name of Olympia. [3]

[1] Erik Braun Mihalis Kavaratzis Sebastian Zenker, (2013), "My city – my brand: the different roles of residents in place branding", Journal of Place Management and Development, Vol. 6 Iss 1 pp. 18 – 28 , p. 24-25
2 E. Braun, M. Kavaratzis, S. Zenker, (2013) "My city – my brand : the different roles of residents in place branding"Concluding Remarks, p. 9/13
3 A.Ferrand, Jean-Loup Chappelet and Benoit Seguin, Olympic Marketing, p. 69-74

V. POLICIES OF THE MUNICIPALITY OF ANCIENT OLYMPIA TOWARDS THE PROMOTION OF ANCIENT OLYMPIA

BRIEF PRESENTATION OF THE MUNICIPALITY OF ANCIENT OLYMPIA

The municipality of Archaia Olympia ("Ancient Olympia") was formed at the 2011 local government reform by the merger of the following 4 former municipalities, that became municipal units:

Archaia Olympia
Foloi
Lampeia
Lasiona

The municipality has an area of 545.121 km2 and a population of about 14.000 habitants. The four municipal units of the Municipality of Archaia Olympia is divided into 50 communities.[1]

POLICIES OF THE MUNICIPALITY

- *LIG*HTING CEREMONY and all the events which follow it
- TWIN TOWNS / SISTER CITIES INSTITUTION
- CO-ORGANISATIONS (with IOA, NOA of Greece, HOC)
- OLYMPIC TRUCE DECLARATION
- HONORARY CITIZENSHIP INSTITUTION
- STUDIES
- PARTICIPATION OF THE MUNICIPALITY IN SEVERAL INTERNATIONAL FORA
- -PROJECT OF CULTURAL AND TOURISTIC DEVELOPMENT OF THE MUNICIPALITY ANCIENT OLYMPIA
- THE ''FOUR OLYMPIC PYLONS SUPPORT THE WORLD-WIDE COMMUNITY OF THE 21ST CENTURY" PROJECT
- THE EFFORT OF THE MUNICIPALITY TOWARDS THE REOPENING OF THE MUSEUM OF THE MODERN OLYMPIC GAMES
- THE LEGAL ENTITY OF PUBLIC LAW , RESPONSIBLE FOR EDUCATION AND SPORTS
- THE FESTIVALS OF TRADITIONAL AND MYTHOLOGICAL ELEMENTS WHICH PROMOTE THE HISTORY AND TRADITION OF THE AREA OF ANCIENT OLYMPIA

LIGHTING CEREMONY and all the events which follow it

The Ancient Greeks considered fire to be a divine element, and they maintained perpetual fires in front of their principal temples.

This was the case in the sanctuary of Olympia, where the Ancient Olympic Games took place. The flame was lit using the rays of the sun, to ensure its purity, and a skaphia, the ancestor of the parabolic mirror used today for lighting the Olympic flame. A flame burned permanently on the altar of the goddess Hestia, and such fires were also lit on the altars of Zeus and Hera, in front of whose temple the Olympic flame is lit today. [2]

[1] **https://en.wikipedia.org/wiki/Olympia,_Greece**
2 **https://www.olympic.org/olympic-torch-relay**

In the context of the modern Games, the Olympic flame represents the positive values that Man has always associated with fire. The purity of the flame is guaranteed by the way it is lit using the sun's rays. The choice of Olympia as a departure point emphasises the link between the Ancient and Modern Games and underlines the profound connection between these two events.

   The Olympic flame is a symbol of the Olympic Games. Commemorating the theft of fire from the Greek god Zeus by Prometheus, its origins lie in ancient Greece, where a fire was kept burning throughout the celebration of the ancient Olympics. The fire was introduced at the Games of the IX Olympiad 1928 in Amsterdam and it has been part of the modern Olympic Games ever since. The first fire of the Olympic Winter Games was introduced at the IV Olympic Winter Games 1936 in Garmisch-Partenkirchen.

   In contrast to the Olympic flame proper, the torch relay of modern times, which transports the flame from Greece to the various designated sites of the games, had no ancient precedent and was introduced by Carl Diem at the 1936 Summer Olympics in Berlin.[1]

  Greek light travels the world

The Olympic Flame is alight for the very first time by the Greek sun at the sacred and historic site of Ancient Olympia.

Ever since, the unique event of the Flame Lighting Ceremony has acted as herald for the Olympic Games worldwide. The Sacred Flame travels the country where the games are to be held and burns for as long as the Olympic Games last, as a strong reminder of the land that gave birth to them.

On the occasion of the Lighting Ceremony of the Olympic Flame the Municipality of Ancient Olympia understanding the role Olympia has to play, in the last years it has been organising and hosting a series of cultural and athletic events during the week before and till the day of the Lighting Ceremony.

-An event of great importance is that the Municipality pays honour to the High Priestess, the Priestesses and the Choreographer of the Lighting Ceremony, demonstrating in this way that their role is of high importance because of its symbolic significance.

- Theatrical and musical performances of high quality are given in order to give an emphasis to the overcoming event of the Lighting Ceremony

- The participation of the young generation, of the Students of Elementary and High School, is regarded bounden and for this reason the Municipality has enriched the Lighting Ceremony with the five interlocking rings of the Olympic Flag made by children dressed up in the five colours. Moreover, The Municipality has taken the initiative to organise an Olympic Education Programme for the youth with athletic and cultural events in an educative way.[2]

TWIN TOWNS / SISTER CITIES INSTITUTION

Twin towns or sister cities are a form of legal or social agreement between towns, cities, counties, oblasts, prefectures, provinces, regions, states, and even countries in geographically and politically distinct areas to promote cultural and commercial ties.

The modern concept of town twinning, conceived after the Second World War in 1947 was intended to foster friendship and understanding between different cultures and between former foes as an act of peace and reconciliation and to encourage trade and tourism. In recent times, town twinning has increasingly been used to form strategic international business links between member cities.

WHY DO WE HAVE SISTER-CITIES ?

The sister city concept has a serious history. In fact, the creation and promotion of sister cities, which exploded after the devastation of World War II, originally came from no less noble a desire than to save the world.

1 https://en.wikipedia.org/wiki/Olympic_flame
2 http://www.visitgreece.gr/en/civilisation/olympic_flame_lighting

These sisters pursue "activities and thematic areas that are important to them and their community including municipal, business, trade, educational and cultural exchanges." The hope is that engagement between the peoples of geographically distant communities might deter the misunderstandings that can lead to conflict.

Ancient Olympia till now has 13 sister-cities, which are the following:

1. GREENWICH of London (Great Britain, 2011, Mayor: Georgios Aidonis)
2. INAZAWA (Japan, August 1987, Mayor: Spiros Fotinos)
3. OLYMPIA, capital city of Washington State (U.S.A., 1988, Mayor : Spiros Fotinos)
4. ATLANTA, capital city of Georgia State (U.S.A., 1995, Mayor : Georgios Devves)
5. COLORADO SPRINGS of Colorado State (U.S.A., 2014, Mayor :Efthimios Kotzas)
6. CHAOYANG (Beijing, Mayor : Georgios Aidonis)
7. NANJING (Beijing)
8. ANTIBES (France)
9. COGOLETO (Italy, 2004, Mayor: Yannis Skoularikis)
10. CAMISANO VICENTINO (Italy, 2004, Mayor: Yannis Skoularikis)
11. NAPOLI (Italy, Mayor: Efthimios Kotzas)
12. GROSSOSTHEIM (Germany, 2001, Mayor : Georgios Aidonis)
13. YAKUTIA- Sakha Republic (Russia, 2012, Mayor : Efthimios Kotzas)

Although Ancient Olympia and the major part of its sister cities are thousands kilometres far away from each other, by the twin towns institution the two cities are joint with ties of friendship and cooperation and in the most of the cases these ties grow stronger year by year. The cooperation between the two cities strengthen friendly relations and becomes the bridge of understanding between the peoples of the countries.

The declaration of the two cities as sister cities takes place at the archaeological site of Ancient Olympia, in front of the temple of Goddess Hera.

A typical paper of sister-cities declaration is the following (from the Ceremony of signing of the Treaty of sister cities relations between Yakutsk and Ancient Olympia) :

''Ancient Olympia, the birthplace of the Olympic Games and the city of Yakutsk, implementing their common will , as it was expressed with the decisions of our Municipal Councils, we are here for unite our voice and our strengths aiming at the common vision of :

- Promoting the great Olympic Ideals of friendship, peace and brotherhood of the Peoples
- Establishing the Institution of the Olympic Truce
- Developing and cultivating at its maximum the cultural, social and athletic relations between our cities, our citizens and our Countries' common friends, around the world.
- The cooperation of our Municipalities, aiming to exchange the best of our practices and the common effort for the improvement of our citizens lives.

For this purpose, we are gathered here today, at the Sacred place of Olympia, in front of Hera's Temple, where in ancient times the discus of Ifitos with the registration of the

Sacred Truce of the Olympic Games was kept and nowadays the lighting of the Olympic Flame, for the Modern Olympic Games takes place, to :
Sign this act and DECLARE Ancient Olympia and Yakutsk, sister cities''.

CO-ORGANIZATIONS (with IOA, NOA of Greece, HOC)

The Municipality of Ancient Olympia organise and host many events having realised the particular and special role of Olympia worldwide. In some cases, depending on the kind of the event, the Municipality organises with other very important Institutions/Organisations, like IOA, NOA of Greece and HOC, such important events.

-An event organised by the Municipality, the Central Union of the Municipalities, the IOA and the National Olympic Academy of Greece, which is worthy be mentioned is the following:

A very important event co-organised by The Municipality of Ancient Olympia, which took the initiative, the Central Union of Municipalities of Greece, the IOa and the NOA of Greece is the celebration of the International Olympic Day and the establishment of the Vikeleios route, in honor of the first President of the IOA, the Greek, Dimitrios Vikelas, all together sending out a strong, universal message for worldwide peace, hope and brotherhood of the people. The Vikeleios route's start was in front of the Municipality of Ancient Olympia , it was passing between the Archaeological Site and the museums and when the participants arrived in front of the Premises of the IOA they returned the way back to the Municipality. In this way every participant had the opportunity to pass through all the important posts of Olympia.

 Olympic Day is much more than just a sports event, it is a day for the world to get active, learn about Olympic values and discover new sports. Based on the three pillars move, learn and discover, the Municipality of Ancient Olympia, the IOA and the NOA of Greece , on the occasion of this day, organise sports, cultural and educational activities in Olympia.

International Olympic Day

Olympic Day was introduced in 1948 to commemorate the birth of the modern Olympic Games on 23 June 1894 at the Sorbonne in Paris. The goal was to promote participation in sport across the globe regardless of age, gender or athletic ability.

Olympic Day is celebrated all around the world: hundreds of thousands of people – young and old – participate in sports activities, such as runs, exhibitions, music and educational seminars.

Olympic Day is nowadays developing into much more than just a sports event. Some countries have incorporated the event into the school curriculum and, in recent years, based on the three pillars "move", "learn" and "discover", many NOCs have added concerts and exhibitions to the celebration. Recent NOC activities have included meetings for children and young people with top athletes and Olympians and the development of new web sites directing people to programmes in their neighbourhood. This makes it easier for everybody to become part of Olympic Day.

Commemorating the birth of the modern Olympic Games, Olympic Day is not only a celebration, but an international effort to promote fitness and well-being in addition to the Olympic ideals of Fair Play, Perseverance, Respect and Sportsmanship.[1]

OLYMPIC TRUCE DECLARATION

The ancient Greek tradition of the ekecheiria, or "Olympic Truce", was born in the eighth century B.C., serving as a hallowed principle of the Olympic Games. In 1992, the International Olympic Committee renewed this tradition by calling upon all nations to observe the Truce. Through its resolution 48/11 of 25 October 1993, the General Assembly urged Member States to observe the Olympic Truce from the seventh day before the opening to the seventh day following the closing of each Olympic Games. This appeal was renewed in the Millennium Declaration.[2]

The Olympic movement aspires to contribute to a peaceful future for humankind through the educational value of sport. It brings together athletes from all parts of the world in the greatest of international sports events, the Olympic Games, and it aims to promote the maintenance of peace, mutual understanding and goodwill.

In Aprili 2016 the Municipality of Ancient Olympia took the initiative and co-organised with the International Olympic Truce Center a ceremony for the declaration of the Modern

1 http://keepincalendar.com/June-23/International%20Olympic%20Day/602
2 http://www.un.org/en/events/olympictruce/

Olympic Truce, taking place at the archaeological site, in front of the Temple of Hera, the day before the Lighting Ceremony of the Olympic Flame for the XXXI Olympic Summer Games.

The Declaration of the Modern Olympic Truce as it was written and signed by all the distinguished personalities who attended the ceremony is the following:

" DECLARATION OF
THE MODERN OLYMPIC TRUCE

"*After this he tells them that Heracles founded the Olympian games and truce as a proof of his real preference*."

Polybius Histories, 12, 26, 2

"*Then Lycurgus the Lacedaemonian ... and Iphitos, an Elean ... and Kleosthenes, a Pisatan, ... wished to restore the populace to concord and peace. They decided to celebrate the Olympic festival according to ancient customs and to complete an athletic contest. They sent men to Delphi to inquire of the god whether he approved of their doing this. The god replied that things would be better for them doing this. He also ordered them to announce a truce to the cities that wished to participate in the contest*."

Phlegon, fragments 1,4 (F.Gr.Hist., 257 F 1,4)

On the occasion of the XXXII Olympic Games, "Rio 2016", and the Lighting of the Olympic Flame, and bearing in mind what was passed on to us from ancient Greek letters, of which the above fragments are the most characteristic,

the undersigned mayors of Olympia, Ilida and Sparta, inspired by our revered forebears and following the example of Kleosthenes, Iphitos and Lycurgus, today symbolically renew, in the birthplace of the Olympic Games and the Olympic Ideals, and declare to all the world the sacred agreement of antiquity, the Olympic Truce.

With the guarantee and assistance of the prominent representatives of agencies and organizations of the local, national and global community and of the Olympic Movement, who co-sign the present declaration on the site where ancient mythology and tradition meet modern history,

we ask that weapons be laid down and that all hostilities be ceased around the world, throughout the period from the seventh day before the start of the XXXI Olympic Summer Games until the seventh day following the end of the XV Paralympic Summer Games, to be held in Rio de Janeiro, Brazil, as noted in United Nations General Assembly Resolution A/70/L.3., so that we can give Peace and the Reconciliation of peoples a chance to prevail. May we be assisted in this endeavor by the Olympic Spirit, the citizens of the world, and the young generation in particular.''.

HONORARY CITIZENSHIP INSTITUTION

Honorary citizenship is a status bestowed by a country or a Municipality on a foreign individual whom it considers to be especially admirable or otherwise worthy of the distinction.

A person of exceptional merit, generally a non Ancient Olympian citizen, may be declared an honorary citizen of the Municipality of Ancient Olympia by an Act of the Ancient Olympia Municipal Council Decision.[1]

Honorary citizenship is awarded by cities and towns. The honorary citizenship ends with the death of the honored, or, in exceptional cases, when it is taken away by the council or parliament of the city, town, or state.

Honorary Citizens of Ancient Olympia :

Presidents of the Republic

Prime Ministers

Presidents of the IOC

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1 https://en.wikipedia.org/wiki/Honorary_citizenship

Distinguished Scientists

Personalities who have promoted Ancient Olympia and Olympism abroad

Personalities who took initiatives in Greece or abroad in favor of Ancient Olympia

STUDIES

The Municipality of Ancient Olympia aiming at the promotion of Olympia has conducted many studies in the last 30-40 years, either conducting them on its own or cooperating with other Entities/Institutions.

 Some of the most important are the following:

1.	P. Sinadinos & Patrners, N. Tortopidi & Group / Team of Councillors. Study: Cultural promotion and Economic reconstruction of Ancient Olympia and the wider area. Employer : The Municipality of Ancient Olympia. First stage : Analysis, Vol. IV, Olympia. Historical Overview : 776 – 1997. Athens, 1998.

2.	Council of the Municipalities and Communities of the area of Ancient Olympia (Developing Association), Study of exploitation of touristic resources of developing association of Ancient Olympia) B' phase – Ancient Olympia, February 1996

3.	Western Greece Region : Directorate – general of Public Works, Section of Transportation Projects, ''Promotion and Landscape planning/ urban renewal of Ancient's Olympia's area, V. A., Population, Occupation, Social Infrastructure, Tourism in Ancient Olympia, May 2002.

4.	Western Greece Region, Regional Unit of Ileia, Municipality of Ancient Olympia, ''Operational Programme of Ancient Olympia Municipality'', A' phase – a short presentation of the strategic planning, November 2011.

5.	Western Greece Region, Regional Unit of Ileia, Municipality of Ancient Olympia ''Operational Programme 2007 – 2010'', B' phase – operational planning, Financial planning , June 2008.

The above presented studies and all the others have been conducted till nowadays have set as a goal the development of Olympia, the touristic attraction and promotion, and generally the promotion of the touristic product of Ancient Olympia, not only as a place with a long history being the birthplace of the first Olympic Games, but also as a place full of mythological and traditional elements, a beautiful landscape, with forests and rivers as well as very near beaches.

Participation of the Municipality in several international fora

The Municipality of Ancient Olympia has participated in different European and International fora by expressing its positions in favor of global peace and truce, friendship and solidarity, the tolerance towards the different, such as the following:

- Resolution in favor of Nelson Mandela's liberation (1983) and the honorary citizenship of Nelson Mandela on his behalf whilst he was in prison. Because of the peculiarity of Mandela's personality, all the copies of the photos from Mr. Fotinos , then Mayor, and the media briefings and press release that took place when the ANC delegation visited Olympia

in 1983 to receive the honorary citizenship of Nelson Mandela on his behalf whilst he was in prison, are documents of great importance.

The Resolution of the Municipality of Ancient Olympia is the following:

'' RESOLUTION
The Municipal Council of Ancient Olympia, at its conference held on 16 March 1983, upon recommendation of the Mayor:
Honouring the South African popular leader, Nelson Rholihlahla Mandela, who is rotting away in the prisons of South Africa's racist regime since his arrest in August 1962.
Taking into account that Nelson Rholihlahla Mandela has devoted his life to the matter of liberating his home country, and who has been at the forefront of his people's struggles against injustice and the tyranny of the racist regime.
And Appreciating that Nelson Rholihlahla Mandela has fought, and continues to fight for the ideals of Freedom, Democracy and World Peace, which were born and nurtured in this holy place of Olympia, and in serving these ideals he was convicted by the inhumane regime of South Africa to life imprisonment in June 1964.
DECIDED TO
PROCLAIM, AND HEREBY PROCLAIMS NELSON RHOLIHLAHLA MANDELA AN HONORARY CITIZEN OF THE MUNICIPALITY OF ANCIENT OLYMPIA
The President   The Major   The Municipal Councillors
                    Ancient Olympia 16 March 1983
                                                    THE MAYOR
                                                    SPIROS FOTEINOS''

- Another very important moment is when representatives of the Municipality of Ancient Olympia traveled to Brussels, Belgium, in order to speak at the European Parliament about the promotion of the Olympic Truce and the global peace, on the occasion of the Olympic Truce Declaration in Ancient Olympia, the day before the Lighting Ceremony of the Olympic Flame for the Olympic Summer Games in Rio.

-Project of Cultural and Touristic Development of the Municipality Ancient Olympia

Ancient Olympia is a unique place on the Greek map, rather than a point of the whole world.
The initiatives must be taken by the town owe to emphasize this uniqueness. Something till now has not happened.
In order for the Municipality to get it must follow its plan. A plan that will help the Municipality to gain its identity and in the end to be weaned from the strong influence of the other actors. A plan that will have the dynamic to absorb the domestic and the international interest.
Goals of the Project
Development, synergies, and development of attractive institutions of amateur creation
Immediate upgrading of the Festival of Ancient Olympia and its advancement to an International Festival
The application of a plan geared toward Greece and abroad by giving a unique identity and effulgence to the Municipality. The title of this plan is "The Five Rings of Ancient Olympia". The project will reach its full development in 2018.
The proposed project has a duration of three years. It starts on the 1st January of 2017 and it ends on the 31st December 2019.
It is widely known that the International emblem of the modern Olympism is the Five Rings. The title of institution '' The Five Rings of Ancient Olympia'' is connected indirectly to the symbol of IOC. This denomination defines the international character of the area and contains Five Rings of International Cultural, Athletic, Entertaining, and Educational actions

[44]

which will proceed every year, from June until October. They will last for five months and each one of these rings will have to do with an important domain of the human activity.
More specifically :
The ring of the Innovation
The Ring of the Sport
The Ring of the Education
The Ring of the Sightseeing
The Ring of the Art
The Five Rings will gain meaning only when :
  - Command the international attention and become a pole of attraction worldwide.
  - Are too original to become unique
  - Connect the values of Olympism to the modern pursuits of the human being
  - Are repeated consistently in order to become institutions

The ''Four Olympic Pylons support the world-wide community of the 21st century'' Project

  This project has to do with a new idea whose materialization will offer a quicker, more productive and widely accepted procedure of shaping the new worldwide identity during the 21st century. The idea is based on creating pylons or pillars for culture, peace, sports and the New Generation.
  Until today, globalization has been an objective, which is designed as an enactment of international rules on the economy, safety, criminal and civil offences, communications etc. It must be said that the desired globalization is being done in the name of the youth but in the total absence of them, decretorily and executively.
  What is missing nowadays is a platform of thought and action, which is generally accepted and is not corrupt or inarticulate by ''suspicious'' interests, and is absolutely necessary in the ''generation of great change'', in other words, the youth of today.
  Olympia and its vast timeless uncorrupted stock of values is the answer to the above mentioned problem. The place where, since 776 BC, the ethnic identity of the Hellenes was shaped through the enactment of rules and values of coexistence and competition, forming in this way a powerful and functional nation, which produced democracy and the combined expression of the nation, through a gradual merger of conscience and not interests, can become the catalyst of a new revolutionary process which will not undermine but bond the co-existence of the worldwide citizens and not the partial state, leaving in this way the local characteristics and at the same time the disdaining of the reason for struggle and destruction.
  Olympia suggests the creation of four worldwide pylons of values, which will stabilize a new worldwide conscience, a new worldwide identity.
1st Pylon : CULTURE
2nd Pylon : PEACE
3rd Pylon : THE GOOD-FIGHT
4th Pylon : NEW GENERATION
Hellas participates in the worldwide pylon through the infrastractures of Olympia. Moreover, Olympia has been chosen to be the base of the worldwide pylon because it has historic collateral and because it has not been connected with consumerism and saturated sides, as was Lozanni in the modern Olympics.
The main goal of this Project is a common decision and action by the nations for every pylon.
A common worldwide cultural product
To stop all hostilities during the Olympic Games
To apply the spirit of the ''Good – fight'' at all levels
A common strategic restructuring of the world through the new generation.

- **The effort of the Municipality towards the reopening of the Museum of the Modern Olympic Games in Ancient Olympia**

It is known that the Museum of the Modern Olympic Games has been closed since 2008. The Hellenic Olympic Commission and the technical services of the Municipality certified that the building of the museum was improper due to a series of technical and practical problems.

  <u>The actual reality</u>

The Municipal Authority taking into consideration the National dimension and importance of the existence and operation of the Museum of the Modern Olympic Games in the birthplace of Olympism, since 2012 and on the occasion of the Beijing Olympic Games started the effort towards the reopening of the Museum by taking a series of initiatives. One of these initiatives is that the Municipal Authority in cooperation with the Region Authority of Western Greece initiated the Museum in a Programme entitled " Ολοκληρωμένη Χωρική Επένδυση" , in order for the museum to get renewed and ready to receive after so many years the thousands of tourists who visited Ancient Olympia and the Museum, as well.

In November 2016 the Municipal Authority sent a letter to the President of the IOC, Mr. Tomas Bach in which the Authority informed the President of the IOC about all the initiatives taken by the Municipality of Ancient Olympia.

Tomas Bach responded to that letter in a very positive way and this gives everyone the hope that this very important Museum will reopen again in the near future.

- **The Legal Entity of Public Law , responsible for Education and Sports** - its initiatives, due to the role of Olympia as the birthplace of the first athletic events

The aim of Olympism is to achieve people's harmonistic development through sports, encouraging the development of a peaceful society, interested in preserving the human dignity and promoting Olympia and the whole Greece to a spiritual cresset of the world.

The Legal Entity for Education and Sports encourages and supports in every possible way all initiative of development of sports in the area of Ancient Olympia, sending out a strong, universal message for worldwide peace, tolerance and brotherhood of the people.

The Legal Entity for Sports and Education calls upon the young people all over the world to put aside disputes and controversies and participate in the Olympic Truce and live the Olympic Games' greatness. The Legal Entity calls upon the youth in order to build a world where the values of fair play and solidarity will unite nations from every single corner of the planet.

The four Greek words which are the cornerstones, the bedrocks of the principles of the Olympic Spirit

Contest, Sportsmanship, Feat, Virtue

-athletic events, hosted in Ancient Olympia and associated with the Olympic Ideas,   like Bike races and routes, vintage car routes, races/routes of small distances, volleyball races etc., with the participation of Greek and foreign athletes from all over the world.

One of the most important sports events organised in Olympia is the Marathon Race from Ancient Elis to Ancient Olympia.

The Region of Western Greece in cooperation with local clubs and the support of the local Municipalities (Ilida, Pyrgos, Ancient Olympia) have been organizing the Olympia Marathon since 2015. The Legal Entity is responsible about the organization of the Marathon Race in the geographical area of the Municipality where the runners pass through. The aim of the organisers is to give an opportunity to runners from all over the world to compete in the place where the Olympic spirit was born and experience a part of history. [1]

The 3rd Olympia Marathon, in 2017, is one of the most important running events of the first semester combining the spirit of the Olympic Games with the Marathon. Being a part of this great celebration of sport and Olympism gives the opportunity the runner and the spectator to live moments of glory at the place where it all started.
-participation in several athletic events in different foreign countries :
 Children, residents of the Municipality of Ancient Olympia -and not only- travel with elected municipal members and their coaches to the countries where each time are organized the different sports and events take part at the International Children of Asia Games , at the Adriatic and Ionian Macroregion Youth Games, the International Children's Games .

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[1] http://www.olympiamarathon.gr/home

-**The festivals of traditional and mythological elements** which promote the history and tradition of the area of Ancient Olympia, by demonstrating the traditional products of Olympia, the myths and legends of the area, elements that make the area unique worldwide not only for the richness of its history rather than its richness of the tradition in all the domains.

The most important thing should be underlined is that in all the above mentioned events and ceremonies the participation of the residents of Ancient Olympia and the whole area is significant. Many associations' and groups' of people help should not be underestimated. Those individuals are of high sensibility on the social issues, by assisting or co-organizing the different events, and the Municipality's effort would have been insignificant without them. The residents are those who play the most important role in an area and for this reason it is very good both for them and for the area to be interested and participate in the promotion of their proper land.

V. CONCLUDING REMARKS AND SUGGESTIONS

Globalization has increased global shifts of resources, capital and people, and has intensified the competition among cities for attention, influence, markets, investments, businesses, visitors, talents and significant events. City branding, which is regarded as a strategic instrument to publicize a city's competitive advantages, becomes a common practice to market the city's history, quality of place, lifestyle, and culture for opportunity, prestige or power in capital accumulation in a competitive environment (Langer, 2001; Morgan et al., 2002; Berci et al., 2002; Evans, 2003).[1]

The city is a residential place of **multiple social interest groups** and a physical space of multiple contested visions of urban values. A big challenge to city branding thus lies in creating and profiling an identity from diverse values that are not always intangible and that may represent different interests of various social groups in the city. City branding has to be concerned with how culture and history, economic growth and social development, infrastructure and architecture, landscape and environment, among other things, can be combined into a saleable identity that is acceptable to all people. This pinpoints the reality that city branding is inevitably going to lead to disputes over competing representations, understanding, and identification of the city. The city's identity and core values cannot be simply seen as neutral statements of fact, but must appear as claims, justifications and accusations exchanged with a variety of interests. Construction of a city's identity and core values becomes the most contested aspect of city branding.[2]

After all those have been presented and analysed in this thesis one can conclude that a better way of Ancient Olympia's city branding - and generally- should address the appealing values and images that do not have a big contrast or controversy to the observable economic and social reality, and should be capable of changing negative images that are perceived by many. This suggests that city branding should be part of long-term economic and social development. The city's identity and core values need to be pursued, not only in official propaganda programs, but also in the development practices that produce them. Therefore, City branding does not simply refer to the exclusive use of promotional ways such as logos or slogans, but, strategically, should include many more areas of activities.

All the organizations, included the Municipality of Ancient Olympia, operate within a complex relationship network and are far less independent nowadays than in the past because their relationship groups have become more diverse and more complex. Every organization has different relationship groups, depending on the type of product, services or ideas involved, the market and the objectives (short-, middle- and long-term). Organizations, like the Municipality of ancient Olympia, want to ensure that the interests of all groups and all stakeholders are respected. Stakeholders form a very important party interested in the organization-Municipality's results. Public groups including the

government, conservation groups, local residents, press and media, as well as other groups, like tourists and visitors of Ancient Olympia are all groups that do not have to see each other in a competitive or enemy way. Therefore, the challenge lies in creating synergy between these differing groups of people.[3]

[1] L. Zhang, S. X. Zhao," City Branding and the Olympic effect : case study of Beijing"p. 245

[2] L. Zhang, S. X. Zhao," City Branding and the Olympic effect : case study of Beijing"p. 253

[3] W. Lagae, ''Sports Sponsorship and Marketing Communications- A European Perspective'' p.76

Some suggestions in accordance to all the aforementioned:

- The **IOC** as the most important institution in the Olympic Movement could do more in favour of the enhancement of Ancient Olympia, recognising that Olympia is the beginning of this long and crowning history of Olympism. From Olympia travels the light of Friendship, solidarity, peace, tolerance, respect, to the world and it units all the nations under its pure light.
- **Greek Government** should pay more attention to Ancient Olympia and assist it to get developed better. All the Ministries associated with the antiquities ,culture, sports and public works should focus on the cultural treasure of Ancient Olympia and invest money for its development.
- All the **Stakeholders of Olympia** with **better communication** among them should find a common goal, which will be the development of Olympia**.** As it has been proved the different and controversial interests of the Stakeholders are obstacles for the smooth development and promotion of Olympia. This means they have to overcome their own interests in favour of the common good.
  Ancient Olympia must retrieve its glory as an **athletic centre**, as a place where the first contests took place. The number of the athletic events organised in Olympia should get increased and this means that the Municipal Authority and the Legal Entity of the Education and Sports must take more initiatives.
- **Synergistic Collection of Venues** that will attract and retain tourists and visitors
- Better **interconnection of the cultural and natural-environmental elements** of the wider area of Ancient Olympia. On the one hand the visitors who come to Ancient Olympia cannot find easily the means of the transport to go and visit places which are some kilometres far away from the centre of the town. On the other hand there are no organised tours -due to the inexistence of facilities in the points where these highlights are located- which link all these different places within the Municipality of Ancient Olympia and this is something that does not give the opportunity to the tourist to visit all the touristic highlights.
- The **Municipality should get organized** in a more modern way and to set better its priorities concerned to the promotion of Ancient Olympia. If this happens it will affect the job creation and the revenue generation.
- The financial crisis is a limiting factor for the promotion of Olympia. The major part of the procedures are slow and difficult. Therefore, **IOC, IOA,HOC, Central**

Government, Region and Municipality must work all together and in collaboration each other in order to regenerate the Brand Name of Ancient Olympia.

Despite all the aforementioned **Ancient Olympia must retrieve its glory as the place which gave birth to the ideas and principles of Olympism.** The concept of Olympism was created only 130 years ago, by Pierre de Coubertin, founder of the modern Olympic Movement. Coubertin, having studied the history of the Ancient Olympic Games, was passionate about making the world a better place through sport, in accordance to the values and principles of the Ancient Olympic Games. That's why he established the Olympic Movement. He believed sport could help bring communities together, stop war and promote healthy competition free from cheating and discrimination. Ultimately, Coubertin wanted to show how sport can make the world a better place by encouraging friendship, togetherness and fair play.

As Coubertin was planning the modern Olympic Games in the 1890s the idea of Olympism became more clearly defined. In the Olympic Charter it is expressed as "a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles."

Ancient Olympia must play again, for a second time in its history this role; the role of the seat of all the conferences, meetings, discussions, educational seminars, summer schools associated to the Olympism, in order to be kept in the mind of the whole humankind as the real and original place of the Olympic values in their natural environment.

PHOTOS

The selected photos being presented below are the most characteristic ones, are those which demonstrate and encapsulate what Ancient Olympia is and symbolizes; ancient history, modern history, Olympism, natural environment, important cultural and athletic events.

The stadium at the archaeological site of Ancient Olympia, is located to the east of the sanctuary of Zeus. It was the location of many of the sporting events at the Ancient Olympic Games.

The Philippeion (Greek: Φιλιππεῖον) in the Altis of Olympia was an Ionic circular memorial in limestone and marble, which contained chryselephantine (ivory and gold) statues of Philip's family; himself, Alexander the Great, Olympias, Amyntas III and Eurydice I.

The Olympic Flame is alight for the very first time by the Greek sun at the sacred and historic site of Ancient Olympia.
The ritual of the Lighting, in simplicity and mystagogy, starts with the procession of the priestesses from the Altar of Hera, in front of the goddess's temple. Dressed in archaic-style clothing, priestesses surround the Altar while the High-priestess, invoking god Apollo, lights

the torch, using a concave mirror. According to the Myth of Promytheus, the fire is the symbol of life, rationalism and freedom as well as inventiveness and so had been the ageless flame that used to burn on the Altar of Prytaneion in Ancient Olympia.


The Museum of the History of the Olympic Games in Olympia: The first archaeological museum of Olympia was established in 1886 on top of a small hill, western of Alteos area. After a series of damages caused by an earthquake in 1954, the archaeological museum was rebuilt and in 2004 it was officially turned into the Museum of the History of the Olympic Games.

The IOA premises are next to the Ancient Olympia archaeological site, where the Olympic Games and the idea and the philosophy of life of Olympism were born and developed, as the Baron Pierre de Coubertin, renovator of the modern Olympic Games, underlined.

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The open air Theatre Floka, in Ancient Olympia, where every summer numerous of musical and theatrical performances take place.
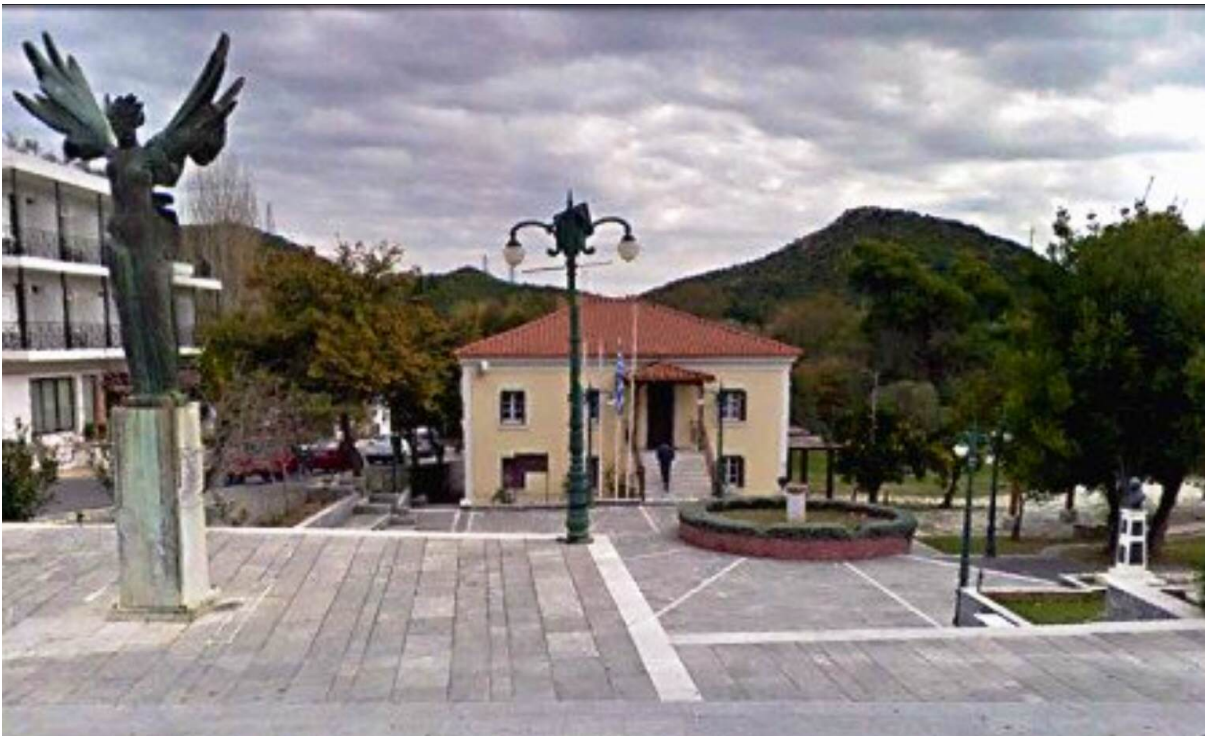
The old Town-Hall of Ancient Olympia, which hosts in its quadrangle many cultural events and where monuments donated by Municipality's sister-cities are located.

The President of the IOC, Tomas Bach, and the Mayor of Ancient Olympia, sign the Declaration of the Olympic Truce, in front of the temple of Hera, on the 20th April 2016.

The Ex Prime Minister of Greece and Vice President of the International Olympic Truce Centre (IOTC), Georgios Papandreou with the Vice President of the IOTC, as well, Fani Palli Petralia, sign the Declaration of the Olympic Truce.

Sister-Cities Agreement between Ancient Olympia and Colorado Springs, in front of the Temple of Hera, June 2014.

Students of the Master's Degree Programme, ''Olympic Studies, Olympic Education, Organization and Management of Olympic Events'' finish the 1ˢᵗ Marathon Race of Olympia, March 2015.

The culture and environmental information centre of Divri, ''the Petralia Mansion'', 50 km far away from the town of Olympia, within the Municipality of Ancient Olympia.

The Oak Forest of Pholoe (Foloi , 5 km far away from Ancient Olympia.
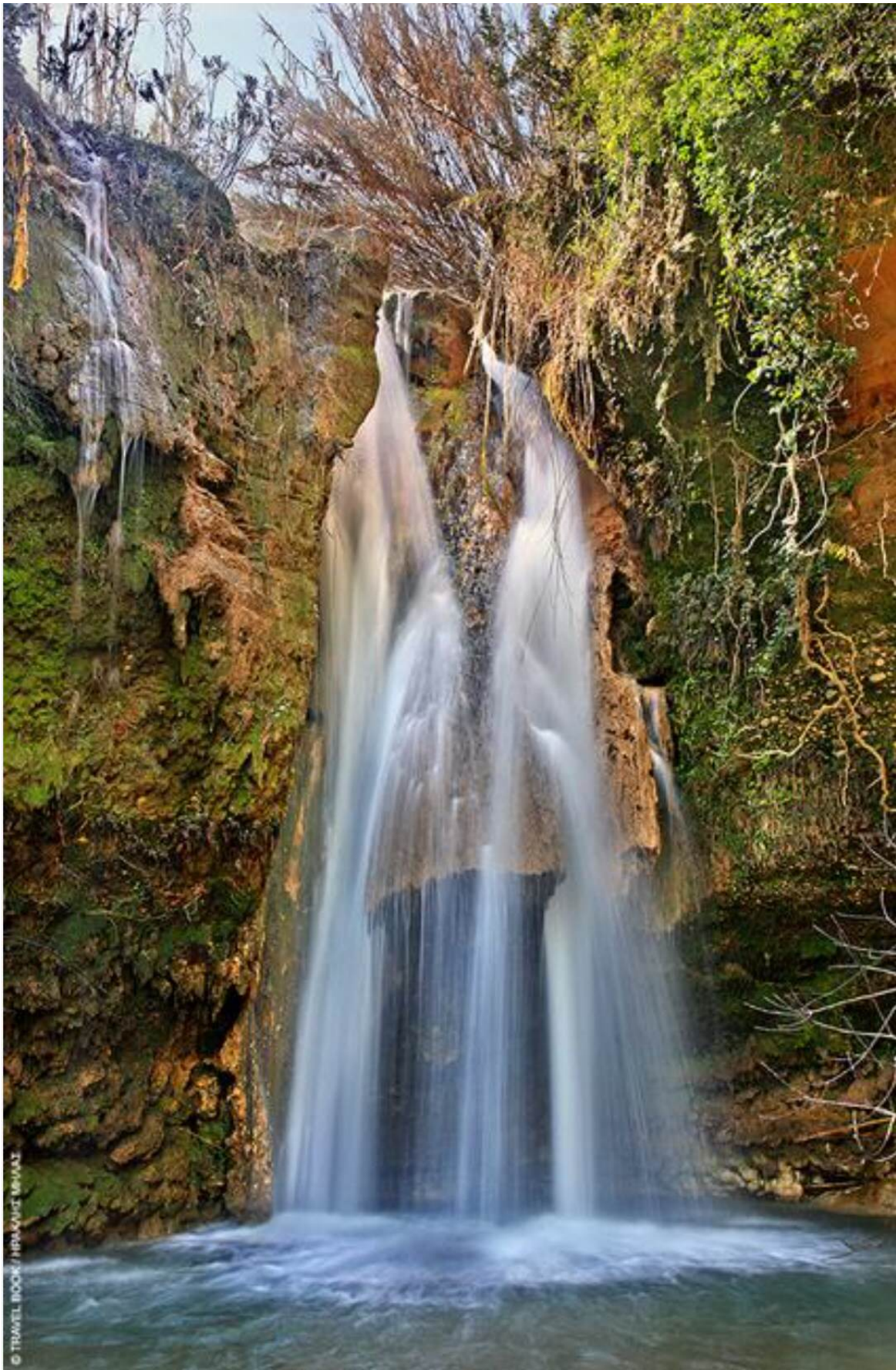
The waterfalls of Erymanthos river in Nemoyta, 30 km far away from Ancient Olympia.

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