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UNIVERSITY OF PELOPONNESE

FACULTY OF HUMAN MOVEMENT AND
QUALITY OF LIFE SCIENCES

DEPARTMENT OF SPORTS ORGANIZATION
AND MANAGEMENT

MASTER'S THESIS

“OLYMPIC STUDIES, OLYMPIC EDUCATION, ORGANIZATION AND
MANAGEMENT OF OLYMPIC EVENTS”

“The Olympic Games of 2004 and their impact on Greece”

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Supervisor: Panagiotis G. Liargovas

Professor

Sparta, October, 2012





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The purpose of this study is to present, analyze and assess not only the economic impact of the Olympic Games 2004 in Greece, but also their effect on the tourism and environment. It is also an attempt to propose some solutions for all the negative consequences that occur before, during and after the end of this event. The presentation of concepts and the measurement of the diffusion's degree of the results of them, constituted an important part of this study.

The research and the understanding of the data that was collected lasted approximately 5 months, while writing and analyzing of the data almost 3.

The main sources of this survey are derived, for the largest part, from the worldwide web, but have also been obtained by normal research through libraries, books and other relevant papers available. It should be noted that many of the data used for the preparation of this study, were contained in previous surveys, directly, or indirectly related to the subject, which had as goal this research. These figures didn't accept any further amendments and were used almost unchanged in this study.

Here, it should be noted that it was decided to broaden the investigation, including any new data obtained and to lead to a more general, perhaps, level, without blocking observation, recording and presentation of specific events that have occurred.

This investigation consists of the introduction and 5 parts:

The introduction covers the basics and the description of the theoretical framework, within which its conclusions will be exposed.

In the first chapter, a comprehensive analysis and presentation of the short and long term financial results of the Olympic Games of Athens 2004, is laid out. In parallel, a picture of the current situation and, whether Greece has taken advantage of the increasingly powerful forces of development, occurring during, but also after the end of the Olympic Games, is given. These are followed by the



findings of such studies, with subject analysis of 3 cities that hosted the Olympic Games.

The second chapter contains the basic ecological and spatial effects presented by the Organization of the Olympic Games in Athens (2004). Moreover, there is extensive reference to the Olympic Games in Greece and some key and essential preconditions of other Olympic cities, as it is listed and a detailed criticism of those in respect of the subsequent results.

The third chapter is a presentation of the effect of the Olympic Games 2004 on Greece's tourism.

In the fourth chapter the effects of the Olympic Games 2004 in the Greek Economy are presented.

In the fifth chapter the results and conclusions from the research are presented and the theoretical framework, in which the study is based, is established.

INTRODUCTION



It is generally accepted that major sporting events of international scope are an important factor in the development of the region, in which they are carried out, but also, more generally, in the image and the future of the country. Necessary, for the way that an agent will act, are some factors, such as organizing, sports facilities, infrastructure that must be available to the country, or the region that hosts these events.

Infrastructure i.e. the construction of new, or the improvement and renewal of the old, is one of the largest, and perhaps the most important instrument of regional policy. They can be distinguished by the following criteria (Konsolas 1997):

a) The sectoral criterion. This category covers telecommunications' infrastructure, water supply and sewerage, electricity, buildings (education, health, public administration), as well as recreation and sports, namely infrastructures, which interest us most in this survey

b) The geometric criterion. It is important, whether an infrastructure affects the surrounding area and in which direction. So it is distinguished as: i) Point, i.e. infrastructure relating to a point in space, such as ports, airports, buildings, stadiums, ii) Linear, such as roads, or rail lines, which do not affect only a single point in space, or the surrounding area, but are among the factors of influence, throughout the country and iii) Network infrastructure, such as telecommunications and energy networks etc., and

c) The criterion of the nature of the emergency need. There are infrastructures, which serve natural and legal persons, public and private sector businesses. Infrastructure that serves only the companies, for example as a commercial port, or a network of irrigation is called Infrastructure of Manufacturing Sectors. On the other hand, there are infrastructures, which serve only the public, such as health, or education services and sports facilities. This type of infrastructure is called Social Infrastructure.



The new infrastructures are a magnet for the surrounding area and affect the whole spatial structure and the activities layout around them in this area. The importance and size of the establishment play a leading role.

The Olympic Games had been a great opportunity for Athens and general for Greece, by hosting them, in order to promote its image all over the world and to create the necessary infrastructure for its development. We claimed and got the Games with the vision of creating a new Athens of the new Greece, aiming to highlight our huge cultural wealth, through a four-year program, with the ambition of taking radical measures, which would change “from the one moment to the next” the Athens’ lifestyle and generally of all the Greeks. This matter would increase the level of tourism services, which would make our life in the city look attractive.

The consensus, from all the society, to bid the Olympic Games was certainly necessary, since the decisions required the assent of Greek citizens. Leading roles should play not only the representatives of the local government, but also the representatives of every social group.

A study from the Institute of Touristic Researches and Forecasts, with the topic: “The Olympic Games of 2004 and their impact on Greek tourism” was presented officially on 20 April 1999. It was said, that this study should signal the beginning of a serious dialogue on issues, such as the proper management on the needs of accommodation during the Games and on the influence this great sporting event will have on the Greek tourism thereafter. The Olympic Games are a special sporting event, the largest in the world, which it consists a challenge for the host country in terms of tourism. There are many cases, that the main reason for a city to bid to host the Olympic Games is, its touristic development. It is therefore very important to consider the impact that tourism causes, to the performance of the 2004 Games in Athens and throughout Greece. The objective of this study, among others, is to assess the impact of the 2004 Olympic Games in the Greek tourism, with particular emphasis on the region of Attica, and to design promotional strategies, that are going to maximize the benefits for Greek tourism. These effects were not limited to the year that the Games were hosted, but they were stretched



over a relatively long period, that starts almost from the award of the Games and reached seven years after the Games (1998-2011).

Theoretical documentation – the theory of development pole

A large multi-sport event will have multiple results, compared with a single infrastructure. The main reason for this is that its impact is likely to affect too many infrastructures, which means individual poles of development and ancillary activities to organize a large part of the territory, if not across all the country.

A major sporting event, from deciding to launch, up to its realization, but especially after its end, is generally accepted that it will induce contagious effects, economic, primarily, but also spatial and environmental effects in the surrounding area and throughout the country. The developmental dynamics of the Olympic Games will spread throughout the region with a particular attraction and creativity. This picture describes in detail the theory of growth poles.

The concept of "growth poles" was delivered for the first time from the French economist Perroux, who argues that "growth does not appear anywhere and at one time but in points, or poles of growth with varying intensities, scattered through various networks and produces different output for the total economy» (Perroux 1955). This definition was formulated in terms of financial and not in terms of geographical area.

The dominant idea of the theory of Perroux is summarized to the spatial concentration of economic activities in an urban centre surrounded by a faulty, or delayed region, which it will increase the income of the region as a whole. This increase would be greater than that, which it could be caused, if economic activities are concentrated, but not uniformly, or randomly distributed. Later, Boudeville expanded the theory of Perroux to include the geographical dimension of "growth pole".



The first theoretical approach, however, was from Christaller, with the formulation of the theory of "central position", whereby central functions of an urban centre are those that are serving the surrounding "supplementary" area. The city, therefore, with these functions, is in "central position" in the system of settlements (Konsolas 1997).

The polar region, therefore, can be defined as a set of hierarchically structured spatial units that have operational coherence and interdependence between them, with a series of relationships and streams, and are affected by a central pole (Konsolas 1997).

According to empirical studies, it has been shown that, if a city that hosts a large multi-sport event, exploits correctly and fully the advantages and the opportunities offered by the organization of a sporting event of international scope, that, will be a driving force for development and general improvement on the standard of living of the inhabitants of the region.

The first major sporting event, which would come to mind, is the Olympic Games. We will focus, therefore, in this world sporting event's plans for this simple reason: the Olympic Games, undoubtedly, constitute a major sporting event in the world, with the main benefits and more generally, the most pronounced effect on the economy and in the workplace, but also in the environment, mainly for their volume and their competencies.



SPORTS EVENTS AND DEVELOPMENT

1.1 INTRODUCTION

Sport Tourism is a special form of quality tourism, which gives the opportunity to invest in a dynamic market and simultaneously achieve added value in the tourism product through its development, diversification and upgrading.

The World Congress on sports and tourism, held in Barcelona in February 2001, discussed the activities of sport and tourism and there has been the opportunity to experience, how they interact. By the World Congress, it was showed, inter alia, that sport and tourism can together help develop new tourist destinations, to the recovery of those that face problems and in the extending of the tourist season.

Today, sport and tourism are two large social institutions, which have in many cases direct interactions. These two institutions took off especially after 1960, and are now two profitable industries that generate enormous profits. The combination of tourist and sporting activities and the much time of holidays, with the time of the great sporting events were the operative of the sports tourism.

The condition “sports tourism” is used since 1985 and obtains today a very important tourism market share internationally, so it is examined separately. Pioneers of this are now Austria, New Zealand, Australia, Canada, Cyprus, France and Spain. The official definition of sports tourism is: “all forms of active and passive involvement in sporting activities, where participation is random, or unorganized, for commercial, or non-reasons and entails moving away from the place of residence and work”.

The first sports tourists were the ancient Greek athletes. Indeed, there are many incidents that have been recorded about athletes, who prepared and took part in the Olympic Games, such as Agias of Pharsalos, the pancration Olympionike (before 480 BC probably 484 BC), Ladas, a famous Spartan endurance runner and



sprint victor, Astylus of Crotona; this athlete won three successive victories at Olympia, in the short race and in the double race, Cleitomachus, 216 BC ; he was considered to be quite an invincible boxer, Diagoras of Rhodes, a boxer ; victor in the 79th Olympiad, 464 BC, Euthymus of Locris, from_Locri_Epizephyrii : three times winner in the boxing event in Olympia (484, 476 and 472 BC) etc.

To consider someone as a sporting tourist, he will need to travel either for work, or for pleasure, having as a goal to participate actively, or passively, in an organized and independent manner, in individual, or multiple sports. Based on this definition, sports tourists can be seen as the common tourist of the holiday hotel, who selects the resort, because it provides the necessary sporting infrastructure and programs, in which he is willing to devote a significant proportion of his time.

Tourists that are covered in sports tourism belong to 6 categories, depending on the degree of their involvement in sports and activities and these are:

- The champions
- Athletes
- Young athletes
- "Amateur" athletes
- Tourists who are enjoying attending sports and simultaneously having a holiday.
- The spectators.

1.2 Forms of Sports Tourism

The five forms derived from the definition and found in Greece are:

Occupational groups

These groups are the professionals, teams, or athletes and all actors – escorts etc. that are coming in advance for training to a destination and create tourist movement. This is usually one year before a major sporting event in the destination,



where it is scheduled, or another destination with similar climatic conditions in particular. The development of this kind presupposes:

- Investigation and assessment needs
- Ensure specifications and long-term marketing planning
- Investments in special infrastructures – basic and secondary
- Education of the officials and ongoing technical support
- Redefine needs and positions

Monitoring – viewing events

Fans/visitors with a central interest on the monitoring of the sporting event are generating tourist activity. The sightseeing sports tour is a process of experiencing various distinctive sports cultures ,during which tourists travel away from their usual places of residence to enjoy physical exercises, sports buildings, stadiums, sports artistic scenery spots in an audio–visual way. Here, sports cultures refer to the cultures comprising all the activities relative to sports, and it has the widest meaning of sports beauty. In brief, there are two reasons, why the sightseeing sports tour is different from common sightseeing tours. The first reason is the main purpose of the sightseeing sports tour; is to gain the aesthetic experiences associable with sports. Sports' sightseeing is a way for tourists to feel sports beauty and not the mundane pleasures that, normally, tourists pursue. The second reason is the diverse subjects of the sightseeing sports tour. Not limited to some certain sports event, the sightseeing sports tour contains a lot, including not only the sports stadiums after big-scaled sports matches, sports architecture left over by history, sports sculptures and the like artistic forms, but also high-tech sports facilities and other works of modern sports art, and folk sports art in varied forms as well. Only when the subject sports interest, amuse tourists, and help them with the experiences of sports beauty, they can be recognized as the products of sightseeing sports tour.



Participation in major events

At this category, the participants take a trip with the main aim of joining in some sports competition. The tourists include athletes, coaches, media staff, and other working personnel, closely relating to some sports competition. All the different tourists go along from miles around to the sports fields, and stay for a period, to interview, take part in, or watch, some certain sports competition. The features of the competitive sports tour are as follows:

- The tourists of this type have double roles, being both a participator and an ordinary traveller.
- The departure time of the competitive sports tour is assigned. That is to say, the tourists go to a predetermined place to join in the sports activity, in accordance with the set date and time.
- The destination here is prescribed. A general travelling has its destination too, but not as fixed and singular as the competitive sports tour.
- The majority of “sports fans” in the sports tourists of important competitions brings significant economic profits to the host cities and the sponsors.
- The length of time during which tourists stay in the site is closely connected with the sports timetable, their favourite teams, or athletes and the development of matches, or events.
- The tourists have a strong interest in sports, and required professional sports knowledge.
- As spectators, the tourists are interested in matches, or events, so, they travel to the site, which is determined by the ticket’s availability, or other factors.
- The general conditions of the site as well as the suitability of the supporting accommodation, influence the tourists’ travel plans to a certain extend.



Open-air activities

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This category includes weekend holidaymakers, mainly people of the city, who are going for multiple sports and eco-cultural activities; usually they go in protected natural areas for skiing and mountaineering in winter resorts in the winter, or for swimming, surfing, etc. in summer resorts in the summer. They travel with the purpose of relief, adjustment, relaxation, recreation and distraction, for which tourists spend most of their holiday time on activities involving sports. The holiday sports tour is usually related to specific sports in tourist destination, or traditional folk sports in rural areas. What is special of the holiday sports tour is that just in one holiday, or vacation, tourists anticipate sports. The destination of this kind is comparatively clear. What is different from a competitive sports tour is that holiday may be long, or short, but the time of a match is usually fixed and not long. In addition, the sports that the tourists of the holiday sports tour take part in mostly are of the traits of recreation, or national tradition, not distinctly for competition but easily for participation.

Sport – Leisure Hotels

Sports recreation that is organized by big hotel units on specific activities: In Greece it is accompanied largely with cultural, training and environmental activities, in which active individuals of various ages are involved, but their work doesn't fall into categories of professional and amateur sport (Whelan, Meyers & Donovan, 1995). The healthy and recreational sports tour is mainly for amusement and diversion, body - building, kinetic recuperation and rehabilitation. During the tour, tourists participate in different kinds of health exercise and obtain relaxation, relief, and generally a feeling of well being. Keeping fit, is the defining characteristic of the health and recreation sports tour. This kind of health exercise differs from the traditional exercise, because it inclines towards the idea of keeping healthy through amusement, and normally, that's why tourists choose this type of sports tour.



1.3 Models of Sports Tourism

The first model is that of Hall (1992) (Sean Gammon & Tom Robinson 1997), depending on the motivation of the participant, by putting clear dividing lines between alternative forms of tourism. So, when the activity is mild and the participation non-competitive, the sports tourism tends toward health tourism. When the activity is strong and the competition high, sports tourism takes its most characteristic form by the participation in high sports events. Another model (Standeven & Knop, Sport Tourism, Human Kinetics 1998), which presents all types of sports tourists and potential activities, can be used in marketing for target groups. The third model of Kurtzmann (Research notes and reports: Annals of Tourism Research, 1992) is limited in that it may predict the visitation of the destination of a sporting event and on the basis of the prediction, to design the various services, the availability of beds, etc.

Sports tourism is an autonomous academic and professional domain. On the other hand, it has been demonstrated that sport tourism is a rapidly growing sector of tourism, which helps to the further growth and hence the greater visibility of the destination, which is the aim of the tourism market. Local sports' development in the sense of increasing participation in physical activities and sports is also important. In addition, there was a commitment that the athletic tourism will continue its efforts to improve even faster. The development of sports tourism (places and activities), the Olympics and major sporting events in general, the effects of sports tourism in the economy of a country, the profile of tourists of that kind, the total quality management, sport and leisure of the customers of a hotel, as well as the future trends in the area of sports tourism are also very important.



1.4. THE OLYMPIC GAMES

Referring to the added value that the Olympic Games are giving to the city, which organizes them, is identified by the name of the city forever, for example we say Olympic Games of Athens, which means that, what remains to the people, is the name of the city, even more than the name of the country. To maximize the benefits, after the organization of the Olympic Games, the city should continue to organize other major sporting events.

It is mentioned, for example, that the completeness of Barcelona's hotels, shortly before 1992 was 45%. After the Olympic Games, but also after a series of sporting events, the year 2000, the completeness reached 86%. In numbers of arrivals, Barcelona in 1990 received 4 million tourists and in 2000 it received 8 million. The city after the Olympic Games became a destination for business tourism, conference tourism, sports tourism etc., or for vacation. A typical example of the influence of sport tourism is the World Cup, which had been held in Barcelona, before the Olympic Games. (Holger Preuss-Aspects of Olympic Games-Tourism 2004).

1.5. THE SPORTS TOURISM IN GREECE

In Greece there are shortages of sports infrastructures, strategic view and promotion of the Greek tourism product, but as a country, there are many and powerful advantages, such as climatic conditions, the geophysical wealth, the organization of the Olympic Games and others, which contribute to a strong demand.

Since the ancient times, Greece had been the country of sports and sporting events. In recent times, this country played an important role in organizing the Olympic Games. This country also hosted the first ever modern Olympics in the



year 1896. It also organizes quite a few numbers of sporting events throughout the year, some of which like the Athens Classic Marathon etc. are world famous. The Sports Tourism in Greece is all about dealing with various sports, sporting events, the people who are associated with the sports, the spectators, and the places which organize those sporting events. The Sports Tourism in Greece should also consist of the training and facilities of the sports as well.

The Sports Tourism in Greece has a high potential for development. It also has a major role to play in the development of the country and its economy. The sports tourism in Greece has the potential to attract various sports lovers from all over the world. It brings a lot of money for the country. Additionally, sports tourism in Greece involves developing the sports related infrastructure of the country.

It includes various tourists sports, which are earmarked for different sorts of sports like the adventure sports, the winter sports etc. Greece is mountainous country. The mountains provide the perfect locations for the winter sports. As a result, one can find several winter sports destinations in Greece. One can opt for Racing skiing, or Snowboarding, or both. Different kinds of Racing skiing like the Alpine ski, Classic or Nordic ski, or Freestyle ski, can be chosen. Lots of adventures -loving tourists travel to the Greek mountains to take part in Racing skiing. Snowboarding is also a very popular winter sport, which includes speed, acrobatic figures, and spectacular jumps.

Greece is a country where various popular sporting events take place. Many tourists from throughout the world come to Greece to watch these events. The Athens Classic Marathon is one of the most popular sporting events of Greece. Participants from tens of countries compete in famous events like the Athens classic marathon, which are organized every year. In addition to the renowned Athens classic marathon, Spartathlon is another sporting event of Greece, which is an extreme sport and is one of the toughest sports in the world.



Greece, by organizing the Olympic Games of 2004, had a unique opportunity to highlight and promote itself in the international tourist market, and specially in that of the sports tourism, which forms a special and significant part of the international tourism.

1.6 HOW TO IMPLEMENT THE DEVELOPMENT OF SPORTS TOURISM

For the achievement of the development of Sports Tourism with long term benefits, there is a need for concerted effort between all the competent bodies, of both the public and the private sector and not individual actions from them on.

With regard to the coordination and organization of Sports Tourism in Greece, it is necessary to encompass all sports sites of Greece on a guide, with all useful information for both the country and the similar infrastructure. The creation of this guide will be a useful screening tool of information and should be sent on Olympic committees, international federations and to all offices of the Greek National Organization of Tourism abroad.

What concerns Greece greatly, is that a very important factor in the promotion and the development of sports tourism, is undoubtedly the ability to organize international events. These events promote high levels of economic activity in several areas, mainly through the amounts spent by fans and spectators. In addition, they contribute significantly to the promotion and visibility of the organizing country worldwide.



1.7 SWOT ANALYSIS

The objective of the SWOT analysis is to indicate the most important factors affecting (directly and indirectly) the development of Sports Tourism in Greece and its results. The knowledge of the tourism product, organized exploitation, market identification, recognition of customer - tourist needs and characteristics, forecasting are the basic elements of a complex procedure of Tourism Marketing.

Marketing is the means used to find the methods needed to attract and approach the consumer - tourist and the tourism market in general. It is also the means, which allows a public, or private organization to gain control and gather information on the sum of factors of the product being offered, as well as its productiveness. The characteristics and the evolution of the tourism sector require methodical approach on marketing concept. This could be defined as the systematic and coordinated adaptation of tourism industry policies, as well as individual and government tourism policy in local, regional and international levels, providing maximum satisfaction to the needs of specific groups defined as consumers, gaining a profit at the same time.

Greece, being a, primarily, tourism destination should be aware of the above, take advantage in the best possible manner (both on part of economic performance, as well in the protection of its environment) of its tourism possibilities and recognize the necessity in applying these principles. Tourism activities in Greece concern mainly the exploitation of the island and costal regions and to a lesser extent the mainland. Both of these regions present a series of characteristics, problems and possibilities.

Mentioning marketing above and having already defined my thinking process, I shall continue using its context and structure to establish firstly a framework for any advantages - disadvantages of the regions under examination, as well as present any possible opportunities for development, or related threats. In this way, I shall attempt to prove the possibilities offered by comprehensive marketing approach, not restricted in strategic planning. The above-mentioned discussion framework, of



strengths - weaknesses, opportunities - threats is SWOT analysis, one of the main elements of Marketing Strategic Planning. Each country involved in tourism owes to examine matters concerning SWOT analysis in order to have continued appreciation of its internal and external environment and use it as base for its tourism development activities. Greece, a tourism destination confronting intense competition, along with the emerge of new technologies, needs to apply the marketing concept thoroughly, integrating at first approaches such an SWOT analysis. Greece is aware of the fact that tourism market has began to look for alternative forms of tourism, while at the same time it finds that it's mountains and special regions are lacking in development.

Weaknesses – Threats

It is particularly evident, whether, or not Greece is lagging behind in infrastructure and in particular sports premises that would facilitate and would create a better route, through which Sports Tourism could be developed.

The lack of know-how and specialists, who could guide efforts for the development of Sports Tourism, is another good reason for Greece being underdeveloped in this area.

The expensive bureaucracy that characterizes generally the organization of public life in Greece, constituted and continuous to be a major obstacle to growth, not only in tourism, but also, more generally, for any other terms associated with new investments and development.

The negative effect of all the above is the lost income and consequently any profits for the country.



Strengths-Opportunities

The fact is that, from 2004 onwards the prospects of the Greek tourism's growth have changed radically. The Olympic Games were a great opportunity to promote and present Greece. The Olympic installations could have opened the door to the sports tourism.

The benefits are the elongation of the tourist season, the economic development of different regions, the promotion of the cooperation with other countries, e.g. Cyprus, Turkey, in tourism, as well as increasing foreign exchange inflows.

1.8 BENEFITS FROM THE OLYMPIC GAMES IN ATHENS 2004 ON THE GREATER AREA OF GREECE

Interventions and projects on Olympic cities context of conventional financing programs improved significantly the level of urban infrastructure and came to reply to chronic and serious needs. These needs were, in some cases, almost impossible to deal with both fast and easy way in the context of conventional financing programs.

In this sense, the program "Greece 2004" functioned complementary to the Peripheral and Sectoral Operational Programs, which were funded by the EU and offered solutions for the implementation of important projects in four Olympic cities. These projects contributed to the upgrade of the cities' profile and offered major opportunities for exploitation, for the benefit of the local economy.

In the long term, the main benefits will come mainly from the use and economic utilization of the infrastructure and also from the manufacturing cost. The benefits of using and the economic exploitation of sports infrastructure are in the long-term more important, than the benefits resulting from the construction of the expenditure.



One reason is, that the construction costs are not forever, while the demand that can be created by several sports projects infrastructure is, under certain conditions, the consequences of effective management, which is repeated on an annual basis. Therefore relevant incomes and profits will materialize for some time to come.

The second reason is that public spending multipliers projects are typically smaller than the spending multipliers related to the services (sport, tourism), as the latter are characterized by the greater added value at local level.

The balanced classification of projects into large, mid-and small-scale and the significant presence of the last ones has another dimension, as regards to the multiply effects on a local scale. In general, the importance of local projects has greater relevant multiplier effect locally, because of the greater use of local resources and services. This is due to the fact that local economies have their own know-how, equipment and capabilities for the construction of small works and that results offer many benefits from the manufacturing costs at local level.

However, in larger projects, the local added value is limited, and is therefore limited also the percentage of the expenditure that is held in local level. In each area of Greece, the increase of regional product is greater than the increase in expenditure; Money is invested for benefits, beyond the construction industry, in small, or large extent of all branches of the local economy. Moreover, there will be improvement and development of international transport nodes of Greece.

The entire new infrastructure for the Olympic Games 2004 in four cities has multiple positive effects on the conditions of production and employment, but also in the quality of life of the local population. For example, upgrading, or construction of hospitals, contributed to the improvement of health-care services. The improvement, or construction of road projects contributed to the more rapid movement of people, but also to the improvement of the urban environment. The creation of sports facilities expanded the choices of young people, but also of other local people for quality leisure activities. This applied not only to the four Olympic cities, but for the whole of the municipalities of the country, which, for the first



time and without distinction, acquired in such a short period of time, high quality sporting infrastructure.

The dispersal of the projects, while covering the entire country with larger, or smaller projects, offers the possibility of engagement in a multitude of local small and medium-sized construction enterprises, but also to a number of businesses and professions in the field of services, such as transport studies, provision of financial and legal advisors, financial services etc. In that way, the economic activity was reinforced throughout the country and increased the participation in the benefits of a large number of businesses and professionals. Each region and especially the districts of four Olympic cities designed strategies to maximize the benefits from the construction works and from the opportunities offered by the promotion, as well as from the attendance of the tourists.

1.9 CONCLUSION

The final of the Champions League in football, the Final Four of Euro league in basketball, and the Athens Champions Cup tournaments in tennis are some of the events that form part of the sports tourism and carried out in recent years in Greece. From these events, combined with the very good “memories” of the Olympic Games, Greece could and did and should continue to gain substantial benefits which, as reported by people involved with the sports tourism, will be obvious in the next years.

Sports tourism, as a term, is used since 1985 to describe a form of tourism that combines tourism and sporting activity. In Greece, however, significant development of this form of tourism is observed in recent years, as a result of the Olympic Games. The benefits, which will result from the implementation of the programs for sports tourism are: revenues from travel, accommodation, food, training, purchasing and consumption of products-services, tourist upgrade of areas - destinations, international visibility and positive image of the region's hospitality



programs, provision of employment opportunities, promotion of the economic development of the region and the growth of the tourism GDP and expansion of educational and social horizons.



CHAPTER 2

ADVANTAGES AND DISADVANTAGES FOR GREECE FROM THE OLYMPIC GAMES 2004

2.1 INTRODUCTION

In this chapter, some relevant key figures on the state of the economy and society of Greece before, during and after the Olympic Games 2004 are presented.

Historical evidence proves that Athens should have had enormous/significant long-term profits from the Olympic Games 2004. Indeed, in accordance with results of relevant researches, the repercussions in the cities that organise Olympic Games begin to appear very afterwards the Games. The researches show the heritages of cities that organised in the past Olympic Games: (Seoul-1988, Barcelona- 1992, Atlanta-1996, Sidney-2000) and their forecasted repercussion in the course of Athens. While the Games offered fast profits for the city that organised them, as for example more works and bigger profits, the real profits for the city appeared in the future.

2.1.1. ATHENS BEFORE AND AFTER THE OLYMPIC GAMES

The infrastructure and the amounts spent for this purpose changed radically the capital. But this radically change of Athens caused losses as well as gains. More particularly, the Greek countryside paid a very high price because of the Olympic Games. In fact we could talk about two different countries:



a) On the one hand, the central modern Greece with its infrastructure development and employment opportunities; and

b) On the other hand an underdeveloped and underutilized rural Greece, lacking, or behind in infrastructure and employment (Tzirallis)

It is well known that the Greek environmental organizations discovered very quickly that despite the political motivated “green” declarations, prior to the bids for the Games, the Olympic Athens remained faithful to the outdated logic of the cement and the grand super-structures. Unlike the Olympics in Barcelona and Sydney, which resulted in significant achievements and improvements of the environment, the Olympic Games of Athens appeared to follow the “bad” reputation of the Atlanta Games, or simply continued.

Thus, across Attica, just 27,000 trees and 500,000 bushes were planted, contrary to the memorandum signed at the end of 2001 between the then Minister of Public Works ,with the President of the “Athens 2004” committee, which called for 280.000 trees and 12 million plants. Worse more, a significant proportion of these plants were doomed to fail, because of incorrect time of planting and the lack of appropriate horticultural know-how to plan.

It is worth noting that most of the plants and the trees in and around the Olympic park in Faliro do not exist any more. Vast amounts of money were spent and great efforts were made, such that the deplorable environmental profile of Athens would have been changed. But overall the end of the Games found Athens with more cement and less space.

However and brilliant exception was the promotion of modern means of public transport such as tramway, suburban railway, metro extension, replacement of existing buses with ones operating on green fuels, despite some doubts expressed about backsliding and poor planning. Additionally, other benefits derived from the Olympic Games were also due to the companies-sponsors using “green “appliances; about 1500 professional refrigeration devices that were used during the



celebrations through out the city were environmentally friendly. Finally, emphasis was given to the renovation of several buildings.

Therefore, with the exception of the benefits to public transport, which showed impressive improvement because of the Olympics, as well as the decision of some older and current sponsors of the Olympic Games (Coca Cola, McDonald's, Unilever) to engage in the use of refrigeration that worked on natural coolants and thus not affect adversely the climate, the overall "green" improvement due to the Olympic Games in Athens was very poor (Roper, 2006).

The "green" energy is the area, where the Athens 2004 Olympic Games failed mostly. The intention of the Olympic Committee of Athens was that all electricity used in relevant facilities by all participants during the Olympic Games of 2004, should be produced by renewable sources. However, the "green" energy produced and distributed to the buildings of the Games was almost none. Solar energy produced by photovoltaic cells (PV) and other solar systems for hot water and cooling (refrigeration, air conditioning) was largely excluded from the Olympic village and other Olympic facilities.

The above mentioned failures, as far as the efforts for the improvement of the environment, during and after the Olympic Games of Athens 2004, are concerned show that, when there is no strong political will, the failures will overcome the successes. Athens' position is far behind that of Sydney's in relation to environmental performance. The Organizing Committee of the Athens 2004 avoided any disagreement with the Government and the local municipal authorities on environmental issues. The Greek Government had the power, the money and the time to set standards and to ensure that the "Green" Olympics became a reality, but unfortunately they managed to achieve the absolute minimum and thus, one can say that the government failed "miserably". Furthermore, the local authorities exhibited a high level of ignorance, incompetence and inactivity (Coccosis, 2005).

Generally, the economic analysis of the Olympic Games is based on the effects of three categories-activities:



- Activities that take place during the Games and are related with the conduction of them.
- Constructional activities that are related with the creation of suitable infrastructure works (for example fields, stadiums, buildings, television)
- Activities that are related with international tourist visits, to watch the Games, and generally, for visiting the city-country.

2.2 FINANCIAL ANALYSIS FOR THE ATHENS OLYMPIC GAMES 2004

This section presents the main features of the economic dimension of the Olympic Games in Athens. By adopting the approach of the Global Impact of the Olympic Games' (OGGI – Olympic Games Global Impact) framework, the economic sphere of the impact of the Games depends on the fact itself and on the framework of its implementation. The economic aspects of the Olympic Games' event are covered in this subsection, while the next part discusses the evolution of the financial framework for the Olympic Games and indicates the possible associations between the event and the evolution of the framework. The source for the data used for the extraction of the results, which are referred to this subsection, is the “General Accounts of Greece” as well as the “National Statistical Service of Greece (ESYE)”.

The Olympic Games of 2004 were not only a global sporting event, but also a great moment for the international image of Greece. At the same time, they constituted a milestone and a new phase in the sporting history of Greece. The Olympic Games represented an important asset of the country that itself contributed and could have continued to contribute and promote the economic growth. However, in a pessimistic view, the end of the Games marked a new phase of recession in economic activity and the rising of unemployment.



The pre-event phase of the Games was dominated by concerns about the completion of Olympic sites, cost overruns and inefficiencies in the Greek construction industry. Infrastructure development was mainly paid for, from public funds (about 95 percent), while the private sector contributed about 20 percent of the operational costs. The operating costs rose 4% from an original budget of 611 million to 2.5 billion Euros and infrastructure costs rose by approximately 30 percent over original cost estimates (London Assembly, 2007).

TABLE 1- KEY ECONOMIC BENEFITS AND COSTS FROM THE OLYMPIC GAMES,
SOURCE: EOT

	Benefits	Costs
Pre-Games Phase	Tourism Construction activity	Investment expenditure Preparatory operational costs (including bid costs) Lost benefits from displaced projects
Games phase	Tourism Stadium & infrastructure Olympic jobs Revenues from Games (tickets, TV rights, sponsorship, etc.)	Operational expenditure associated with Games Congestion Lost benefits from displaced projects
Post-Games phase	Tourism Stadiums & infrastructure Human capital Urban regeneration International Reputation	Maintenance of stadiums and infrastructure Lost benefits from displaced projects

Although world experience shows that the Olympic Games contribute to the development of a country, not only before and during the Games, but especially after them, it is also correct to consider them as an event of a purely promotional character. Positive developments of the post-Olympic period are analyzed as follows (Papastamkos, 2005).



2.2.1 THE PROGRAM OF PUBLIC INVESTMENT AND EXPENDITURE

The Olympic Games gave a reason for the development of the program of public investment, which was to continue and for the next few years to strengthen the building-up of modern technical, economic and social infrastructure, with a greater degree of spatial dispersion. Consequently, the construction industry remained active and regional development was promoted.

The final total cost of the Olympic Games of Athens 2004, fixed and functional, was * €11.274 billion euro. Only 20.1% of that cost was covered by private funding, and the remainder from the public purse. According to the categorization of OGGI (Olympic Games Global Impact), the total amount of expenditure could be analyzed as follows: capital expenditure was equal to €6.025 billion, which means 53, 4% of the total amount, while operating expenses were €0.619 billion. As far as the Olympic activities are concerned, the capital expenditure was €2.248 billion, whereas the operating expenditures €2.488 billion. The extent of these costs could serve as a testimony of the important impact of the Olympic Games on the regional economy (ESYE).

The role of the public sector was of critical importance, since the public share covered 95.6% of the costs of the framework's activities. The result of the viability of the Games could be further substantiated by the permanent nature of the facilities used for organizing them. From €1.975 billion that was spent for the renovation, or construction of Olympic facilities, only 10.2% were for temporary infrastructures (Coccosis, 2005).

* It should be noted that the thousands are noted by comma (,) and decimals by point (.)



The work for the Olympic preparation and the special projects of the national options, were financed exclusively from national resources. The category of the infrastructure works includes the costs on improving infrastructure in hospitals and in transport. Additionally, the specific projects of national options include, not only the works executed in Attica, but also those in the region that came into practice through the programme "Greece 2004" and concern mainly sports projects, infrastructure and cultural activities (Coccosis, 2005).

In an article of the Macedonian Press Agency (one of the two major news agencies in Greece), which was released in Athens on November 12th of 2004, was stated:

"The preparation and celebration of the Olympic Games in Athens was a big project. The total cost (both from public and private investment) is estimated to come up to 8.954 billion Euros. This amount of money does not include the cost of construction projects, which had been completed by the time of the Games, and those projects that were attempted to be finalized prior to the Games, although these projects were scheduled to materialize irrespective of the Games (for example the Eleftherios Venizelos Airport, "Attica Odos", motorways, Tram)".

The funding of such projects after the year 2000 came mainly from the state budget and funds from the Organizing Committee "Athens 2004" covered a small part of this cost. According to the then available information, funding from the government reached 7.202 billion Euros. Specifically, according to the data that was released by the Ministry of Economy and Finance, as regards the total assessments, the state financed 80.4% of the total costs of the Games.

It was estimated that the costs of the Organizing Committee "Athens 2004" came up to 1.752 billion Euros. These costs were funded by revenues that came from television rights, tickets, sales of Olympic products and sponsorships. This sum included 107 million Euros that was disbursed during 2003, but it has not been recorded down as "public" money. However, costs that came from Greek governmental bodies, related to the Olympic Games, were not included: the extension of the metro line and the suburban railway, of which the cost was 484 million Euros and 560 million respectively. These were not classified as purely



Olympic projects, because they were not directly related with the conduct of the Olympic Games, but they were financed by the state budget in order to accelerate their completion (in time for the Games).

For the first time in the history of the Olympic Games, we could say that one country (Greece) decided to bid for the Olympic Games, aiming to strengthen the region through the program "Greece 2004". By hosting the Games, a significant improvement of the infrastructure in the Olympic cities took place, Greece's culture was more strongly linked to sports and the ethnic dimension of the Games was emphasized.

The implementation of the programme "Greece 2004" was a balanced combination of policies:

- a) targeted intervention, support and development of central cities of the region; and
- b) dispersion of the interventions throughout the country. By this sense, the program contributed, in a balanced way, to the development of the region. The dispersion of the projects in most of, but not all, the municipalities of the country contributed to notable inequalities at the prefectures and retention of the populations of small towns. Both the impact from organizing the Games and the subsequent development of the region, prove that the programme "Greece 2004" was an important action with multiple targets.

2.2.2. OBJECTIONS WITH REGARD TO THE BUDGET OF THE OLYMPIC GAMES

From the side of those, who disagree with the Olympic Games, was expressed the opinion that the Games harmed economically Greece for the following reasons:

- a) They are calculated, or reported with a vague way, or are not reported, not at all, expenses for expropriations of grounds, or additional metres for safety, or



additional cost for road connections. That is to say, we have to do with discrepancies of tens of million Euros.

b) The expected income was presented to be particularly optimistic in relation with the money from television rights and international sponsoring, for which the International Olympic Committee gave guarantees. However, in reality, this did not happen in all cases. Characteristic example constitutes the case of the organisation of the World Championship of Track and Fields in Athens, for which, the expected profits from sponsoring, or from the use of the Olympic logo was almost none.

c) In the budget of expenses were not included expenses, related to television coverage, or to computer programming, or the roads that should have been built in order for the Olympic Village to function properly etc. Such expenses were estimated to be about 1 billion Euros, but were found to be well out of budget.

d) Enormous overshooting existed also in the initially budgeted expenses, mainly as regards the expenses for the construction of the new athletic installations, that were required (total spectator capacity 170.000). The guarantor, that is to say the state, and consequently the tax- payer, of course covered all these expenses. Such overshooting of the budget was facilitated by the absence of penal clauses for delays and errors, and consequently the costs increased tremendously. Also, the cost of constructions exceeded by far the initial budget, something which facilitated the absence of penal clauses for any delays by chance and for errors, because of the pressure of time, which resulted to increase thoughtlessly this cost.

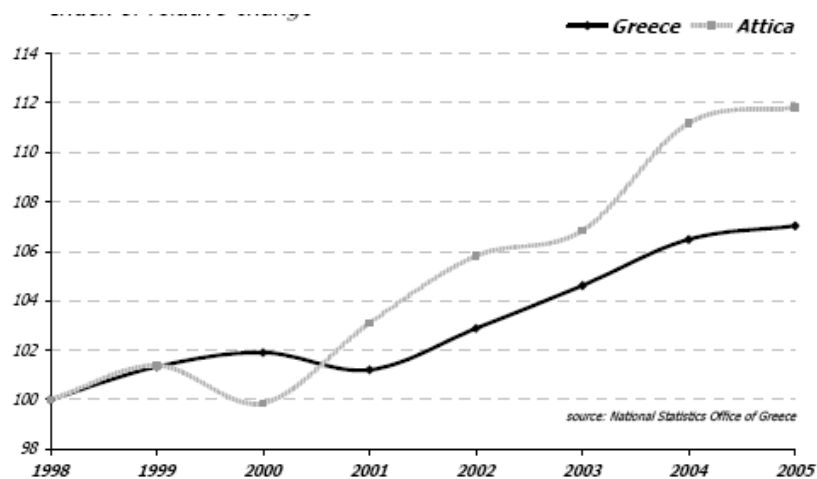
2.2.3. EMPLOYMENT AND JOBS

The infrastructure was the basis on which the Olympic Games relied on, but the recipe for the success, contained volunteerism as its main ingredient and the recruitment of a large number of specialized scientific staff by the Organizing Committee, until the end of the Olympic Games. Many of these jobs, however,



were long term once, since they were connected with the operation of new technology machinery and equipment and with the maintenance of the Olympic installations. The private sector participated in the increased employment due to the increased demand for many products of several branches of the economy. The involvement of young people and especially students as volunteers resulted in training them on new technologies. Furthermore, they gained a multicultural experience, and by coming into contact with people from different cultures, they extended their horizons. The sectors that mostly gained from the Olympic Games were infrastructure, hotels and restaurants.

Figure 1- Index of relative change for labour force in Greece and Attica



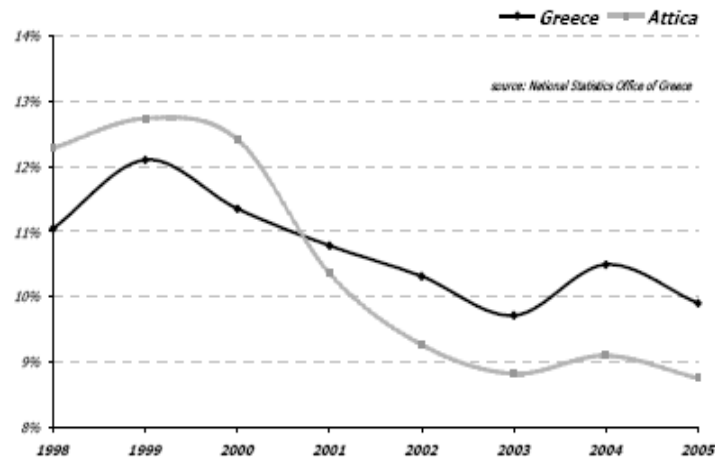
Source: National Statistics of Greece

The promotional activity of the Games, after selecting multiple activities, whose connection with the Games it is difficult to determine, it may be clarified through the parallel assessment of main economic indicators of the host region and the entire country. The indicators highlight the most significant aspects of the impact and are listed below. The volume of labor is the most fundamental of all. The workforce of the country was increased from 4.526 million servants in 1998 to 4.844 million, which means a rise of 7.0%. In contrast, during the same period, the workforce in the Prefecture of Attica grew from 1.596 million to 1.784 million, an increase of 11.8%. This difference in the rate of increase could be attributed to the



Games, since most of the increase in the workforce of Attica, 4.35%, was observed during the Olympic Games.

Figure 2 Unemployment Rate in Greece and Attica



Source: National Statistics of Greece

Briefly, it should be mentioned that the number of workers employed for a single field of the organization, for safety, i.e. proved to be a particularly key area. Specifically, a staff of 45,000 people was employed in the Security of the Olympic Games: 25,000 from the Police, 7,000 from the Army, 3,000 from the Coast Guard, 1,500 from the Fire Brigade, 3,500 from private Security and 5,000 Volunteers (ESYE). In other words, the Games were the main reason for the attraction of an additional amount of workforce in Athens, an amount that remained in the area and after the event. The question that arises logically, concerns the employment rate (Kasimati, 2005).

The percentage of unemployed people in the Prefecture of Attica and the rest of Greece was around 12% in 1999 (ESYE 1999). This percentage declined successively in the following years until 2003. However, the trend was more in the area of Attica and not all across the country. Consequently, the unemployment rate from 2003 to 2005 was 9% in the capital region and approximately 10% nationally. The Games were the most important cause not only for the largest inflow of



officials, but also for the more efficient integration of other relevant factors into the economic system of Attica (Kasimati, 2005).

The economic impact of the Olympic event could also be confirmed in the development of specific sectors of national economy. For the period 1998 to 2002, the total number of workers engaged in full time employment thus contributing significantly in the national economy was rather stable at almost equal to 4 million. By contrast, the number of people employed full time in the field of the Olympic Games for the construction, hotels and restaurants rose significantly. In particular, the number of full-time employees in the construction sector rose from 252 thousands in 1996, by 298 thousands in 2002, while the number of people who worked in hotels and restaurants rose from 194 thousands in 1996 to 232 thousands in 2002 (Kasimati, 2005).

Based on the indicators, it is clear that the Olympic event has led to the economic growth on a scale that makes the assessment of environmental impact in terms of sustainability a major need.

On the other hand, the indicators reflecting the situation that was created after the end of the Olympic Games in the employment showed a notable deterioration. As a rule, in the area in which the Olympic Games were organized, the positions in the construction sector were reduced to a certain extent and there was an increase in services (e.g. management and operation of new facilities, new transport services, tourism and trade). Consequently, a decline in economic activity and a growth in the unemployment figures in the period after the Olympic Games is noted.

Unfortunately, the official figures of OAED (Organization for the Employment of Workforce) for the post-Olympic period of the quarter of the year October to November 2004 show that the number of dismissals and the withdrawals exceeded any previous in the past, but, despite the number of the increasing recruitment, there was a net total loss of jobs of 70,226. This is the balance of recruitment-job losses in the private sector, which reflects the true picture in the labor market. If to this, the number derived from the official data of OAED for December 2004 is added, then after the Olympic Games the reduction in the



number of unemployed persons approached the 100,000. In the months after the Olympic Games, between September and December the recruitment was decreased by 6.56% as there were 366,175 recruitment announcements against 390,190 for the corresponding period of 2003 and the redundancies were increased by 5.39 % (308,596 from 292,802). This development resulted in a loss of 93.842 jobs, as recorded officially. (www.statistics.gr).

Training of the employees in the Olympic Games was focused on preparation and that led to the development of technical skills in media, telecommunications and construction sectors. More than 40,000 volunteers were trained on customer-service and less skilled activities.

2.2.4. IMPROVEMENT OF THE IMAGE AND ATTRACTIVENESS OF THE COUNTRY

The improvement of urban functions and infrastructure, in Greece generally but particularly in the region of Attica, was, by far, the largest growth that took place. It could have been the lever with which the national economy could have been opened up. This could have been possible through the future increase in tourism, exporting of goods and services, but also by attracting foreign direct investment. In all the cities, which hosted the Olympic Games, these effects were observed to a greater, or lesser degree.

2.2.5. INCREASING PRODUCTIVITY

The participation of a significant number of national enterprises, public bodies, managers, workers and ordinary (volunteers) citizens in both the preparatory phase and during the Olympic Games, resulted in increased know-how, gaining of experience and confidence, vastly improved the skills of the workforce of the country and increased the worker's productivity. Furthermore, the improvement in a number of areas, such as quality of life, reduction of losses of productive time and cost in travel and transport, positively affected the production.



The Olympic Games created the requirement to satisfy a large number of various but necessary needs, such as technology' sectors (computer and telecommunication), nutrition, hotel equipment, audiovisual means, and other materials and structures. The above-mentioned functions absorbed 40% approximately of the budget of Athens 2004.

Finally, it should be noted that the Olympic Games are the most positive thing that could happen for the expansion of the Greek tourism industry. Never before, Greece had such a big opportunity to be promoted by television in all the countries of the world. And never could we have had so many projects, coming into reality within a short time. Therefore, no effort should be spared by anybody who had, or has a part in Sport Education, Sports, Olympic Education etc.; to maintain and deliver to the next generation, the knowledge, the skills and values that is derived from the heritage of Greece, but also from the Olympic Games of 2004, in particular in the fields of education and culture in general .

2.2.6. SUPPLY OF NEW TOURISM PRODUCTS

Kartakoulis (2003) presents the benefits from infrastructure of the Olympic Games:

1. The attraction of high income tourists that will make several visits to the hosting country
2. The modernization of tourism infrastructure
3. The creation of a favorable tourist image for the country
4. The creation of skilled force with emphasis on hosting special sport events and other events attractive to tourists.

In particular, in all previous Olympic cities, a significant increase in visitors has been observed immediately during the Games and for a period of 4-5 years



thereafter. This increase has been attributed not only to promotion, but also because the cities developed new modern infrastructures, new urban tourism products, such as sports and cultural tourism (Coccosis, 2005).

Tourism in Greece, aside from the Olympics, has always suffered from acute seasonality, as its main product has been based on “sun, sea and sand”. However, since the Olympics, there has been increased funding and a renewed interest in repositioning the Greek tourism product, plans have been put in place to promote other tourist activities, such as health tourism, eco-tourism, and cultural and urban tourism (Coccosis, 2005).

The Olympic Games 2004 in Greece created significant changes in the field of hospitality. Major renovations and upgrading of services are an example of some of the areas, where changes took place. Athens, received very positive feedback about its image after the Olympics Games and it is now considered to be a modern city. This resulted to the taking place in Athens of many international conferences. Additionally, a large numbers of tourists were attracted to the city. The aim of all, who are involved in Athenian tourism, is to promote Athens as an attractive and modern European capital destination worthy of its history. At the same time, every effort must be made to ensure that Athens and Greece are adequately represented in major exhibitions abroad, and to intensify the advertising of both in countries, which are considered a “strong tourism market” such as USA, Europe, Russia and Middle and Far East. The need to include/increase conference tourism in the tourism product is stronger than ever before. However, this is considered to be rather difficult at present, since Athens lacks a Metropolitan Conference Center.

Some tasks must be done by both the State and individuals, to establish Athens as a city break destination. Relevant promotion must relate to all forms and aspects of the city, with a balanced view of monuments and modern infrastructure and should be continued and designed strategically by the Ministry of Tourism and the municipality of Athens. More specifically, in order to introduce Athens as city break, the pricing policy on products and services for visitors should be competitive in relation to other cities and should support the creation of broader agreements between large tourist units and foreign tour operators. Also, there is a need for the



shops and stores to operate at the standard(same) timetables as other great European cities, and additionally it is necessary for major events to be organized and to create a Metropolitan Conference Centre (Coccosis, 2005).

It is necessary to ensure the sustainability of the positive image of the country and the implementation of an aggressive strategy in order to maximize the benefits acquired; furthermore and most importantly, is to improve the conditions for the reception of visitors and investment.

2.2.7. THE CONTRIBUTION OF “NET” OLYMPIC PROJECTS

The contribution of “pure” Olympic projects it is considered to affect favourably the GDP (Gross Domestic Product) growth of a country. In any case, these projects constitute a valuable instrument for the achievement of sustainable development. In addition, the Government's plan for the recovery and sustainability of such installations provides for their parallel use as units that offer various services and create added value and employment, without having to remove the sporting nature and the access of citizens to them. In other words, the proper exploitation of these projects the years following the Olympic Games is of major importance.

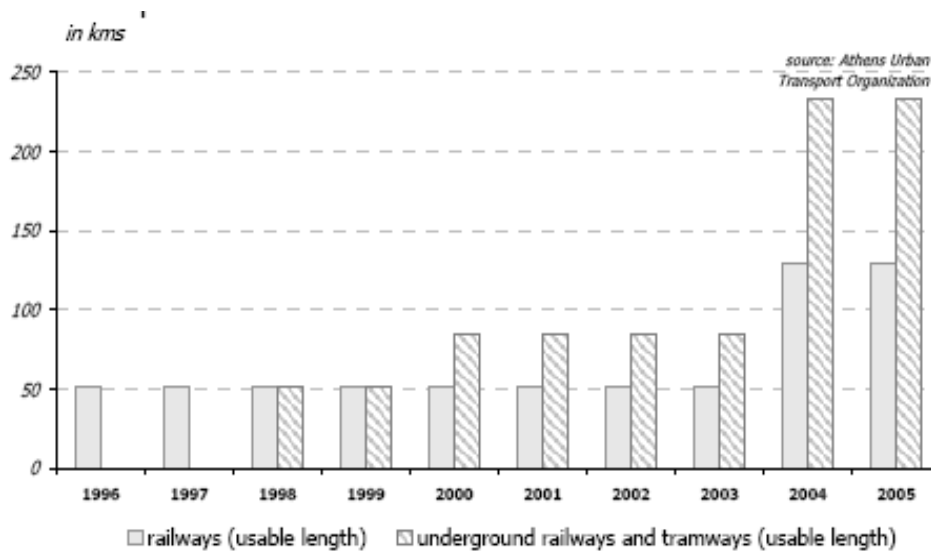
2.2.8. TRANSPORTATION

At national level, by adding new “state of the art “roads and improving as much as practically possible the existing ones, there is beneficial effect on the development of the domestic trade with the other Balkan countries, due to the fact that all such improvements, undoubtedly, result to cheaper and faster transport of goods and people. Additionally, it enhances the competitiveness and generally the



effectiveness of the Greek economy, encouraging at the same time the development of the regions. At local level, in Attica, the use of reliable and environmentally friendly public transport and the road system enhancement, reduce the waiting and transfer time of passengers, saving a significant number of man -hours. This saved time is used more efficiently thus improving the standard of life and contributing, generally, to the welfare of the citizens.

Figure 3 – Usable length of transport network



Source: Athens Urban Transport Organization

In reality, the transport sector of Athens is characterized by many positive points. The acceleration of the integration of key transport works, which were not directly related to the Olympics, but improved significantly the traffic in the Olympic city, was a positive development. The completion of the Metro of Athens, the purchase of new buses powered by environmentally friendly natural gas, the advancement of the construction of the “suburban” railway, as well as the completion of the first phase of the tramway system in Athens contributed to the vast improvement of services offered to the residents of Athens. A significant shortcoming in the planning of the improvements to the transport system of the city was to ignore the necessity to promote the bicycle as a means of transport.

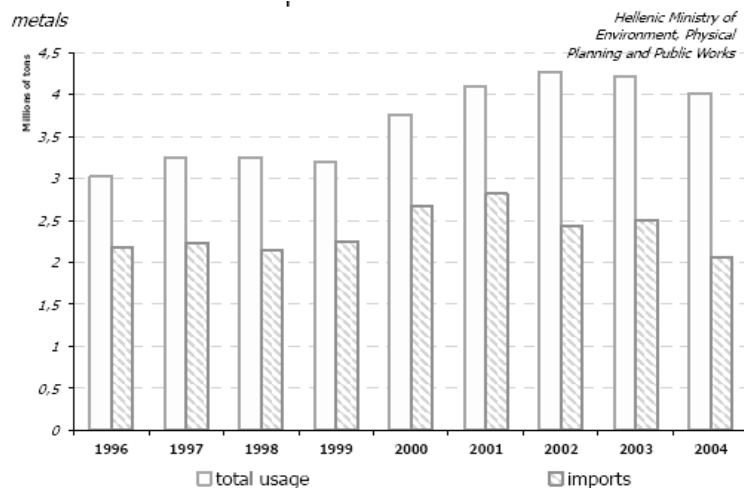


It is worth noting that the above mentioned transport enhancements achieved a reduction in the emission of “green” gases and pollutants, and consequently limited, the negative impact of the Games to the environment, even if this was only for the relatively short time of the duration of the Games.

2.2.9. ENVIRONMENT

The radical overhaul of the Attic urban environment by planting 290.000 trees, creating a park in the area of Helliniko, but also the restoration of the Marathon route, it will significantly improve the quality of life of the residents. At the same time, the use of environmentally friendly means of transport, combined with effective traffic interventions, it will reduce the burden of the natural environment and it will increase the speed of transporting people and goods (Committee of Athens 2004).

Figure 4- Raw material consumption



Source: Hellenic Ministry of Environment, Physical Planning and Public works



Unfortunately, as far as the protection and the upgrading of the few remaining vacant spaces are concerned the Olympic Games in Athens, so far have left a negative impression. The various installations and the construction of the Olympic buildings on free spaces that could and should have been transformed into “green” recreation areas, worsened the quality of life in the city and further emphasized the lack of green spaces in Athens. (Committee of Athens 2004, 2000).

Most plans were not made with the public interest in mind, namely, aiming to protect the environment. It is obvious that the overriding criterion that the planners considered was in relation to the post-Olympic value of the project. Not surprisingly, this led to strong reactions by various citizens’ organizations especially, because any decisions made by the planners, were taken behind closed doors and without consulting any of the citizens either individually, or their organizations, any scientific institutes, or interested university departments, or any other, for that matter, interested civil bodies, or societies. (Committee of Athens 2004, 2000).

The construction of the Table Tennis Center in Galatsi, the Olympic Village at the foot of Parnetha, the Sailing Center on the coast and a huge complex for the housing of journalists in Maroussi, are examples of the very “sloppy” attitude with which supposedly competent bodies/committees approached any considerations related to the use of any available free space for the purposes of the Olympic Games.

In addition, the planning of the Olympic sites did not form part of a strategy for the development of the city, related to easing the traffic pressures later. A typical example is the Olympic village, which was built near foothills of Parnetha, near an already densely populated area (Liosia). Therefore, it is natural that this significant increase, or expansion of an already populated area led to a substantial increase in traffic congestion.

For most empty and green spaces, the Olympic Games meant removal of trees and shrubs. The reality is far from the promises and even more from the experience of Sydney. The organization of the Olympic Games in Athens did not contribute in any way to the improvement of the already very dirty and saturated



waste management system. In the Athens Olympic village, in spite of very specific and feasible proposals for an eco-Recycling Company, an integrated waste management program was not implemented. Instead of this, the existing system, which consisted of simply separating refuse to two or three different groups, for example paper products, plastic products and metal products and sometimes mixing all three with other types of rubbish, for example food and clothes etc .remained as it was. Furthermore, the Olympic Games did not serve as a catalyst for the improvement of the waste management and/or recycling system of Athens, which was contrary to the original promises. In addition, it is worth noting that as far as the recycling of the electronic waste was concerned, no provision was made whatsoever (Roper, 2006).

2.2.10. TECHNOLOGY

Knowing how to apply specific technology for conducting successfully a huge organization/event, such as the Olympic Games, would and should have improved the efficiency of the public and private sector. Citizens and businesses would/should have tried to avoid the bureaucratic practices of many public enterprises and organizations thus gaining greater operational flexibility. Moreover, the use of sophisticated forms of telecommunications, and greater application of the facilities offered by Internet, by the majority of public bodies, would have enhanced the search for effective management systems, and thus affecting positively the economy of Greece.

2.3. RECOVERY OPPORTUNITIES

The experience so far has shown that before and during a major sporting event, the development path of the region and in general of the organizing country



is very high, but is followed by a recession and low productivity. It should be emphasized that the objective in Greece was to maximize the development impact of the Olympic Games and to minimize any trends of recession. The achievement of this goal involved:

- The implementation of a plan for a new continuous aggressive promotion of the comparative advantages of the country, the 'typical' Greek goods, services, places of destination, but also of the 'new' advantages, such as organizational capacity, security, hospitality and lifestyles.
- Functional integration of the three potential impacts (tourism, exports, foreign direct investments) into a new coherent strategy of the country, which would have had an outward- looking orientation.
- Continuous efforts to improve conditions of reception of foreign economic activities. Such conditions include productive infrastructures, taxation, simplification of procedures i.e. reduction of bureaucracy, incentives, upgrading of human resources, and peace in the workplace.
- Emergence of the successful elements of the organization of the Olympic Games as a template for future collective action. This could have been achieved with the cooperation of public and private sectors, the long-term planning, the recovery replication management, the organization and determination, the hard work, the mobilization of the citizens, the exploitation of cultural heritage and the living culture.

The achievement of high growth performance during post-Olympic era deteriorated by a grid of factors and challenges, which were added during the last decades and were known to everyone, either through the printed press and economic newspapers in particular, and/or by addressing the problems of everyday life; for example: the high debt and high deficits, low private investment, the economic dysfunction of the public sector and public administration, the fall of competitiveness of Greek products and services in the international market, the structural problems in almost all sectors of the economy, the rigidities in the import



market and in the markets of goods and services, the increase in regional disparities, the low rates of employment, the inflexibility of the greek workforce and the social conservatism of lobbyists.

The overcoming of the above problems, nationally, was over-shadowed by the new objective conditions of the national economic policy. Those were affected by the globalization of the economy, coupled with a series of disposals of national competences in supranational European level.

The major challenges of post-Olympic era were: the increasing of the degree of import penetration and the increase of exports, the comparatively high cost of living and unemployment, the slow production of leading-edge products and services, the outflow of labor-intensive activities from Greece to the rest of the world and the production of non-competitive agricultural products.

The main aim in Greece was a new type of development, which would have displayed greater sectoral, territorial and social distribution. This required the greatest possible direction of the limited national public and private resources into productive investment, greater national added value and greater employment.

The main and perhaps the most important result of the Olympic Games, and more generally of a great sporting event, in a host country, is unquestionably the development of tourism and sports tourism in particular. It is a result of which the impact has time trends, as the organization of a large sporting event will affect not only before, or during the conduct of the event, but also the period after the lights are turned off and after the assessment of damages and benefits in each sector.



CHAPTER 3

TOURISM AND OLYMPIC GAMES

3.1. INTRODUCTION

The Athens Olympic Games 2004 gave the opportunity for Greece to become more known throughout the world. Greece is a country with rich cultural heritage. The Olympic Games of Greece managed to bring modern features to the country and to convince that it is able to carry out such a difficult economic and organizational mission.

Tourism, which is an important source of revenues for the Greek Economy, has benefited greatly from the promotion of the country during the preparation of the Olympic Games and culminated in conducting them. The Olympics were an event with an international character that was projected to have future economic, cultural, political and social impact on the country. The Olympic Games of 2004 attracted significant numbers of tourists in Greece and at the same time were a starting point for the growth and other relevant activities.

The tourism benefit was maximized with the Olympic Games, due to the international character they have. The international character of the Olympic Games has an effect in the international recognition of the place that organizes them. In the case of Greece, of course, the Olympics didn't present for the first time the country as a tourist destination, since Greece is already associated with tourism activities. Athens, however, until today was mainly a stopover and no final destination, which begins to change after the expiry of the Olympic Games (Gammon & Robinson, 1997).

The tourism industry is complex and includes a set of related activities and organizations such as air, maritime and other, which are related to the carriage of passengers and hotel companies, restaurants etc. There are also included those



manufacturing enterprises that produce products, which are directly related to the tourism as, for example, commemorative items. There are other industries that depend on tourism, to a lesser extent, such as industries that are producing sports goods, transport companies, advertising agencies, media and communication companies, pharmaceutical industries, clothing industries, banks. The influence of the Olympic Games on the growth of the tourism in Greece has led all the above disciplines mentioned in a significant development and increase of their profits (Getz, 1997).

The major projects, sports and non-governmental organizations, are designed to enhance the quality of life in Athens, for citizens and visitors, domestic and foreigners. According to the statistics of EOT (Greek Organization of Tourism), the increase in foreign tourists is constant in the last years, while this trend is projected to be continued.

The Greek tourism was the sector that could benefit most from the successful organisation of the Olympic Games. The most important impact of the Olympic Games in Athens was an expected increase in the direct and prompted international touristic demand. The immediate demand has to do with all those, who will visit Athens exclusively for the Games, or before the Games, or either during the Games. The prompted demand concerns all the visitors, who will come to Greece, because of the high projection, from which it will benefit Athens and Greece. The most important category of foreign visitors is that of tourists, who are motivated to come to Greece for a long period, 1998-2011. The total amount of the prompted foreigners, who visit Greece during the period 1998-2011, reaches the number of 6 million, or calculating an average, it reaches 440.000 foreign tourists additionally per year. Billions of eyes were turned to Greece. It was a great opportunity, therefore, to promote the tourism, of our country, through the Games. It also provided an opportunity for the foreign visitors to learn the beauties of the country. It is, therefore, up to us to use the wide publicity that our country gained, to change our position in the international tourism market. Indeed, in Athens we had over 2 million visitors during the Games (Coccosis, 2005).



3.2. TOURIST EFFECTS

The Olympic Games may be considered as a tourist Sports Event. The organization of such events often aims to the tourist development of a country, or a region. In general, the benefits by organizing such events may refer to (Getz, 1997):

- The attraction of high-income tourists and the creation of a permanent tourist clientele.
- The creation of a favorable tourist image for the destination country.
- The creation and modernization of tourist infrastructure.
- The use of international means of communication for a large period, for the transmission of various messages.
- The creation of specialized human resources in organizational, financial and administrative areas, with particular emphasis on special events.

The Olympic Games can have, if they are adequately exploited, significant and lasting impact on the tourism economy of a country. The total effects can be classified in three categories of analysis of the effects (Getz, 1998):

A. Olympic Market

B. Domestic Tourism Market

C. International Tourism Market.



A. The Olympic Market

The Olympic market comprises a grid of economic activities, which is the result of the organization of this special tourist sports event. Sufficient time is needed, but also considerable funds for activities, which are directly related to the fact, such as

- Marketing, publicity and public relations,
- funding and sponsorships,
- tickets and other services for viewers,
- transportation and accommodation for spectators, athletes and officials,
- Security and emergency services, and
- Preparation of sports and other facilities.

B. The Domestic tourism market

The impact on the domestic tourism market is important for large countries, such as the USA, or even Australia (Gibson, 1998). The experience of other cities that have been “charged” with the organization of the Olympic Games has shown that, usually, have overestimated the direct effects on tourism. The result is an oversupply of housing, which involves significant waste of resources for the society and reduces the efficiency of the capital investment for a private tour operator. However, it demands special caution, when the experience of other cities (that hosted the Olympic Games) is transposed, because of the significant features that characterize each case. For example, two cities of U.S.A., Atlanta and Los Angeles, were based more on the domestic tourism, which was proved inferior than it was expected. In the case of Athens, this impact is not estimated to be very important, at least in terms of tourism impact. Greece is, geographically and demographically, the smallest country that was set responsible for the commitment of such a great sporting event, so that there is no possibility of internal tourist traffic.



C. The International tourism market

The impact of the Olympic Games on the international tourism market lasts many years after their expiry. In case of Athens, the relevant period covers the period from 1998 to 2011. The international visitors can be classified into the following three categories: a) visitors before Games, b) visitors -spectators of Games and c) visitors attracted to the country because of its international projection (Preuss & Gutenberg, 2004).

In the first category, belong those visitors, who visited Greece before the Games, such as members of the International Olympic family, people of the media, sponsors, athletes, officials and spectators from other countries. In the second category, belong the same guests, only that they receive the maximum possible numerical sums due to the celebration of the Games. Finally, in the third category, belong all those tourists, who visit the country, because of the promotion-publicity that had the country from the Games.

The assessment of the impact of the international tourism depends on the number of tourists during their stay (number of nights) and the average daily cost of tourists.

3.3. NEEDS AND AVAILABLE ACCOMMODATION

Perhaps the most important conclusion, derived from the analysis of the previous Olympic Games, was that the shelter needs had been overestimated. It was expected, the Olympic Games would affect the infrastructure of the accommodation that was offered. The expectations of investors would lead to an increase of the supply. According to the main hypothesis, the study forecasted that the offer of accommodation would rise in the region of Attica to 70,000 beds in 1997, to 85,000 in 2004, and approximately, to 100,000 by 2011. These beds included both those in hotels and those in non-hotels. The expected increase in



supply included the beds that already were “scheduled” at Spata airport and to beds in hotels, which were closed.

The difference between the expected influx of foreign tourists and the expected increase in the infrastructure, presented the necessity for additional accommodation facilities. The offer of accommodation had to do with 155,000 beds, which encompassed 85,000 beds in Attica, 39,000 beds outside Attica, 5,000 beds on cruise ships and 26,000 beds private and unregistered, for example, beds inside private apartments and houses. The comparison between the expected supply and the demand, led to the conclusion that that there would be no necessity for new beds, in order to face the period of the peak demand in Athens, because of the Games. The design for the Olympic Games of 2004, in the hotel infrastructure, was based on three sub-programs:

- The existing hotel facilities in the city of Athens (basic plan in the distance, for the accommodation of the Olympic facilities, duration 5-30 minutes of the hour).
- The planned hotel infrastructure, which was completed before the 2004 in the metropolitan area of Athens, the Argosaronic Gulf and southern Evian Gulf (supplemental plan in terms of distance of the accommodation of the Olympic facilities, duration 30-75 minutes of the hour).
- The planned hotel infrastructure, which was completed before the 2004 in areas, which are located along the central axis of Athens-Corinth-Patras and Athens-Lamia and in areas bordering them as Argos, Nafplio, Tolo and Chalcis (additional planning that regards the accommodation situated in a distance from the Olympic infrastructure around 45-90 minutes).

The above designs exclusively describe the minimum accommodation on the basis of temporal distance. During the Olympic Games, a major number of visitors stayed in shelters that were in time distance of less than one hour from the Olympic Sports Stadiums and those of the Faliro’s Delta.

The choice of the accommodation is based on the following criteria:



- Distance duration of less than 60 minutes,
- Category of the hotel, according to the official specifications,
- Quality of the environment (natural environment, archaeological sites, public infrastructure, etc.)

The basic design, to provide accommodation for approximately 145,000 visitors, was based on two categories of offering beds: a) of existing hotels of all categories and b) of new infrastructure that were built, or replenished, including cruise ships and camps.

The visitors were serviced in areas such as:

1. Hotels
2. Cruise ships
3. Holiday homes
4. Camps.

The majority of visitors chose a shelter located in temporal distance of less than 30 minutes of an hour from the Olympic Sports Facilities.

One of the commitments of a city, that hosts the Games, is the availability of accommodation from hotels of high class, luxury and of first class for the IOC members, the sponsors and the people of media. The hotel beds were before the Athens Olympics around 62,000, of which 55,000 belonged in hotels A, B and C class. In this potential were added approximately 3,000 beds of high grades around the airport of Spata, in areas of the EOT in Anabyssos and Lagonissi.

In addition to the existing infrastructure, new accommodation units were built in the metropolitan area of Athens (North and South Islands in the Gulf; Evoikos and Argosaronic Gulf, Delphi, Arachova, region of Itreas, Naupactus, etc.) to cover the increased demand for beds, particularly for visitors from the Republics of Eastern Europe. The existing infrastructure in these areas was 120,000 beds. Remarkable is the fact that, on the occasion of the Olympic Games, many hotels in



the city of Athens, of all classes, had to upgrade their establishments and the services provided.

Certainly, the small units had very large economic problem, in order to meet the high demands of tourists. The Development Law had provided opportunities for hotels of this category that had fewer than 50 beds, to be covered with a minimum investment of 74,000 Euro. The opportunity was also given and for hotels D and E class to be included in the law, if they were housed in traditional buildings, so as, after the modernization, to be categorized at least in C category. A problem that needed to be addressed was the low level of services provided by approximately 27% of hotel units that were operating in the region of Athens, which were initially excluded by the modernization programs and would create a very negative, of course, image for Greek tourism.

It is worth noting that two parameters that determined the accommodation needs were not taken into account. The first parameter was the interior tourism. Analyzing other examples, it was observed that the visitors in Barcelona in 1992 came mainly from other regions of Spain (44%), while even more were the percentages for the Atlanta and Los Angeles (around 70%). Most of them stayed with families and friends. The second parameter that should have been taken into consideration was the average stay, especially during the Games. The spectators didn't come to the country for all the Games, but were concerned in particular sports. Taking into account these two parameters, there was a differentiation to the final, which had as a natural effect, a substantial financial loss.

3.4. TOURISM DEMAND

The immediate impact of the Olympic Games in the international tourism demand has to do with the arrivals of all those connected with the Olympic Games that chronologically is positioned before and during the Games (Haynes, 2001). This is a common demand for all the Olympic Games and depends on the number



of sports, which are constantly increasing and in the case of the Athens Olympic Games this number equaled to 28 sports.

Table 2- Arrivals of Foreigners due to the Olympic Games, 1998-2003

Year	Number of visitors	Categories of visitors
1998	500	Members of the Olympic Games Committee, International Committees
1999	1,000	Members of the Olympic Games Committee, International Committees
2000	1,500	Members of the Olympic Games Committee, International Committees
2001	3,000	Members of the Olympic Games Committee, International Committees, Sponsors, Visitors, Athletes
2002	6,000	Members of the Olympic Games Committee, International Committees, Sponsors, Visitors, Athletes
2003	12,000	Members of the Olympic Games Committee, International Committees, Sponsors, Visitors, Athletes
TOTAL	24,000	

Source: Greek Olympic Games 2004 Committee

Also, there had been some increases in the number of the arrivals that were made because of the Cultural Olympiad that should have been taken into account. The following table shows the arrivals of foreigners, due to the celebration of the Games in Athens in 2004, for the period 1998-2003.



Table 3- Arrivals of Foreigners for the Olympic Games 2004, Source: EOT

Category of visitors	Number of visitors
Olympic family	6,500
Journalists	12,000
Sponsors	4,000
Athletes	15,000
Visitors	50,000
TOTAL	87,500

3.5. CASH INFLOWS FROM FOREIGN TOURISTS

The following table gives the number of arrivals and the cost per year and the total expenditure throughout the period. Optimization of costs of foreign tourists was the year of the Games by 853, 9 million Euros.

Table 4- Expenditures of Foreign Visitors, 1998-2011

Year	Total expenditures (millions of Euro)
1998	120,3
1999	261,2
2000	413,7
2001	542,9
2002	749,3
2003	733,6



2004	853,9
2005	798,2
2006	630,9
2007	495,9
2008	331,6
2009	349,2
2010	181,9
2011	179
TOTAL	6,6 billion Euro

Source: EOT

3.6. CULTURAL OLYMPIAD AND CONFERENCE TOURISM

In the position of small and scattered conference centers, those usually are parts of large hotel operations, must be provided an appropriate infrastructure of large and modern equipment of autonomous conference centers and even distributed throughout the Greek Region (Kasimati, 2003).

At the same time, the necessity to invest on a rich artistic program that would took place during the Cultural Olympiad, had highlighted a series of regions of Greece in privileged areas of large investments such as: Elefsina, Athens, Marathon, Greece, Sparta, Olympia, Epidaurus, Delphi (Miller, 2003).

3.7. THE NEXT DAY OF TOURISM- CONCLUSIONS

Taking for granted the existing infrastructure and on the basis of the international experience, sets of development measures, which would have given to the Greek tourism of Athens solutions to meet the challenge of the new century and



the requirements of a modern and competitive profile of the Greek tourism should have been clearly defined.

Given the cultural and humanitarian dimensions of the tourism, there was a clear goal for the creation of a framework for action, for the profile of the Greek tourism. With the acceptance of the Olympic Games, the Greek tourism gained another point of thematic development that contributed to the enrichment of the tourism product, in the elongation of the tourist season, the qualitative upgrading of special tourist services provided to guests, etc.

At the same time, it was necessary to make every effort for the establishment of the country in world level, with the central idea of the cultural exchanges in every corner of the Greek land with foreign visitors, the transfer of messages of peace, friendship and even the development of trade relations.

It would have been interesting to organize and continue the ancient Olympic Games, in the centre of ancient Olympia and their inclusion in a national and cultural tourist network. A first attempt in this direction was taken with great success and coincided with the date of the award of the Games in 2004 in Greece.

It is worth mentioning that it would have been preferable for the Commission of the Olympic Games, to decentralize the sports and social events throughout the national entity and the involvement of the national (local) element. Modern projections indicated that in the future, the Olympic Games will be organized by states and not by cities. The size and volume, the procedures, the interest, the costs, etc, lead to this direction. The success of the organizing city will become a national success, as the entire state will participate in this process. At this point, it must be referred one of the items, which can be exploited, in order to achieve the desired decentralization, that of tourism growth. In order to exploit the tourism growth, it is required the planning at national level in all actions that are concerning tourism, culture and their combination in relation to the modern Olympic Games (Theodoraki, Malfas and Hoolihan, 2005).



Useful would also have been the adjustment of all tourism enterprises to the needs that would arise in the immediate years after the Olympics to the satisfaction of a particular target-group, of a significant market share that is already configured worldwide. This market consists of all those, who use sports (active and passive) as an incentive of travel and tourism. Athletes (professional, or otherwise) and all those dealing with Sports would have had one reason to visit Greece, Athens, the Olympic Games and at the end of the Olympic Games, each one having different reasons for coming to Greece. (Theodoraki, Malfas and Hoolihan, 2005).

At the same time, the development of tourism should have been accompanied by the upgrading of education in this area and, in particular, in the vocational training of the employees in the area of tourism. Irrespective of the modernized hospitality infrastructure, nothing special would have been achieved, if importance to the education and, in particular, to the ongoing training of individuals, who are representing tourism, had not been given. In addition, care for qualified education that is required about adding new sports-tourist activities should have been taken. (Miller, 2003).

In the context of development of tourism, and particularly Conference Tourism, it would have been interesting to create an autonomous Conference Centre, which would have been able to strengthen this form of the tourism area of Athens and the Athens Metropolitan area. Unfortunately, however, Athens had no such centre and the existing ones were able to meet only a small part of the demand expected to be created.



CHAPTER 4

OLYMPIC GAMES AND ECONOMY

4.1. INTRODUCTION

The organization of the Olympic Games is much too important, as this is an event that lasts for two weeks and needs around a 10-year preparation, including the time for the drafting of the dossier of the nomination. The economic effects of the Olympic Games are obvious, especially after the end of the Games and for the following years. The experience of carrying out the Olympics, for the cities, in which have they been held, showed that the correct design and promotion, can make them a growth's factor for a long period of time. An example of this growth is the expected increase in tourist movement that has duration greater than the Games (Moore, 1999).

The modern Olympic Games are a multi-sport event, which has a direct impact on the economic and social life of the country that is conducting them. The importance of this institution is expressed, both by the great participation of athletes and visitors from all over the world, as well as and from the large-scale projects, the modern technological equipment, that are built to support them. This great "business" creates organizational and economic problems, which must be taken into account seriously, by the economically weaker countries (Brunet, 2002).

As regards the economic problem that has been created in Greece following the end of the Olympic Games in Athens 2004, at least three factors, which represent potential points of problems, arising from them, must be mentioned.

The first factor is linked to the Games, not as "money problem", but as an issue, in which the examination of the relationship of the cost-benefit ratio, contains more sides than the purely economic (i.e., contains sports, land-use planning,



environmental, organizational, cultural, political, international side, etc.) (Kasimati, 2003). In any case, the “financial” dimension has particular importance and, at least, the consumption expenditures should be, to be outweighed by the revenues, resulting from the organizing of the Games.

The second factor is that the financial problem of the Olympic Games from country to country has important characteristics, which depend on the existence, or absence of the necessary sports and social infrastructure, as well as the specific goals of the country, to which they are held.

The third factor refers to the structure of expenditures and especially the revenues from the Olympic Games, which have changed significantly in the recent Olympic Games (Miller, 2003). As it has been observed, even more of the revenues come from television rights. The significant increase in the revenues from television rights is the main reason that in the last Olympics there has been appeared a positive balance on the balance of revenues and expenditures of their budgets. From this point of view, if it is necessary to have a realistic basis of comparison of the problems of organizing and cost-benefit ratio, it would be appropriate the case of 1992 in Barcelona. So, the marketing system of the Olympic Games consists of three fundamental and interdependent elements (Kasimati, 2003).

4.2. ECONOMIC IMPLICATIONS

The economic analysis of the Olympic Games is a new object of economic science. The significant increase of economic importance of sports has been examined, in the recent decades, by the economic science and resulted in the systematic study of the sports market. These studies had to do either with the impact of sports in the whole economy (economic growth and employment), or were related to the study of supply and demand for a specific sport (e.g. specific factors of demand for a football match). The reflection around the size of the



impact of these has been the subject of several methodological studies, but also cases of sporting events (Blake, 2005).

In addition, their catalyst effect, expressed as the ratio of expenditure on context activities divided by expenditure on Olympic activities, which came finally up to 1.44. The role of the public sector was of crucial importance, as public share covered 95.6% of the expenditures on context activities. The sustainability of the Games' impact could be further documented by the permanent nature of the facilities used for staging the Games. Out of the 1.975 billion € spent for the renovation, or construction of Olympic facilities, only 10.2% concerned temporal facilities (Tziralis e.al. 2006).

The Olympics may be considered as special event with a limited amount of time (2 weeks), but with significant long-term effects, as it lasts at least a decade. The economic impact of sports events has become the subject of several studies, notably, because it is an important determinant for the taking up of these events. From a macroeconomic point of view, the Olympic Games can be analyzed as a positive disruption of demand (positive demand shock), which runs from the time that the Games have been taken by the city and ends with the end of the Games. The construction of various infrastructure projects for the Olympic Games, the tourist increase and the ticket sales and television rights of the Games are sources of growth in overall demand. The effect of increased demand can be classified according to the criterion of "time phases" of the Games in the following three phases (Gibson, 1998) :

- The Preparatory Period (1998-2004)
- Period of Games (2004-2005)
- Period after the Games (2005-2011)

The Olympics have significant economic impact on the total of the economic activity and the economic welfare of the inhabitants. These effects affect both the area of the Games and the country as a whole. The larger the country area and the population, the greater is the diversification effects between regions. However, in



the case of Greece, which is the smallest and most populous country, the whole country can be regarded as a region, as a whole was affected by the Games (Tziralis et. al., 2006).

The economic analysis of the Olympic Games is based on the effects of three categories-activities:

- Activities that took place during the Games and are associated with the view of the Games.
- Construction activities that are related to the creation of the appropriate infrastructure (stadiums, television and press centers, the Olympic village).
- Activities related to international tourist visits, or generally for the visit of the city- the country.

Interventions and projects in the Olympic cities improved significantly the urban infrastructure and gave “responds” to chronic and substantial needs. These needs were, in some cases, almost impossible to be addressed immediately and quickly in terms of the conventional funding programs. So, the programme "Greece 2004" played only a complementary role. These projects contributed to raising the profile of the cities and offered significant opportunities to exploit the benefit of the local economy (Tziralis et. al., 2006).

The benefits from the usage and the economic reclaim of sports infrastructure offer in long-terms more important benefits arising from the construction cost. This happens as the construction cost is emerged once; while the demand for exploitation that is created from a number of sporting infrastructure projects is, under certain conditions of effective management, repeated annually (Miller, 2003).

The first assessments of the impact of the projects on the regional product have already been completed. The first reading of the results allows us to make three comments (Tziralis et. al., 2006):



- Firstly, at each region, the increase of the regional product is greater than the increase of spending, which is actually a multiplier result.
- Secondly, at each region, the increase of spending promotes, beyond the industry of construction to a less, or a greater extent, all the sectors of the local economy.
- Thirdly, a significant increase of the product can be seen in Attica, although there is not any work carried out from the program in Attica, but because of the dependence of many provinces from the productive potential of the capital.

Through the sub-programme "Infrastructure works-Restoration of the Gates of Greece" in cities and places that act as major gateways of the country, helped, first of all, the entrance and the exit of the visitors of the Olympic Games (primary effect). These interventions contribute effectively both to improve the image of our country to the visitors and to improve the transport infrastructure of the country, upgrading both its own cities and locations, which they are gateways, and the action with the relevant legislation (Law 2598/1998, as it is applicable)" (Tziralis et. al., 2006).

Under the legislative regulation and the contract with the International Paralympics Committee, the OCOG Athens 2004 undertook the preparation and organization of the Paralympic Games. It is noted that, for the first time in the history of the Olympic Games, an Organizing Committee of the Olympic Games undertook, to organize both (the Olympic and Paralympic Games). The data and the comments below, consist the governmental financial account of the OCOG Athens 2004.

This account covers exclusively the institutional and contractual defined responsibilities of the OCOG Athens 2004, as they arise from the above legislation, from the Folder with the Bid Files and from the Convention of the host city. All these are drained only during the preparation and the organization of the Games.



We must note that the study and the construction of the infrastructure works and of the necessary sports facilities was the responsibility of the Greek government.

“The OCOG Athens 2004 was in the position to present publicly its account, after only eight (8) months from the completion of the Games. The OCOG ATHENS 2004 effectively performed in full its financial transactions, i.e. its obligations towards everybody and the obligations from the others towards the OCOG. The speedy handling became possible thanks to the cooperation between the OCOG ATHENS 2004 and the IOA, the Greek government, the international and national sponsors, as well as with their suppliers and their contractors. The data and the observations that follow are not a balance sheet. The balance sheet of the OCOG will be approved and announced publicly as provided by law. They constitute a concise and accurate summary of the essential elements that make up the account and the results of the financial management of the OCOG Athens 2004 aiming to full and detailed information of the public”.

Table 5- Review of the Revenues of the OCOG Athens 2004

INCOME	EUROS (million)	PERCENTAGE
TELEVISION RIGHTS	578,7	27,6%
INTERNATIONAL AND NATIONAL GRANTS	536,7	25,6%
GREEK PUBLIC CONVENTIONAL PARTICIPATION	282,5	13,5%
FINANCIAL INCOME	226,0	10,8%



TICKETS	194,1	9,2%
SELLING OF PRODUCTS AND EXPLOITATION OF THE RIGHTS FROM THE COMPETITIONS	119,7	5,7%
HOSPITALITY SERVICES & RESIDENCE	113,7	5,4%
OTHER INCOME	47,0	2,2%
TOTAL	2098,4	100%

Source: OCOG Athens 2004

Table 6- Review of the Expenses of the OCOG Athens 2004

COSTS	EURO (million)	PERCENTAGE
TECHNOLOGY (computers, telecommunications, energy)	338,8	17,2%
MANAGEMENT OF THE GAMES (transport, nutrition, accreditation, waste management, etc.)	309,6	15,7%
SUPPORT OF THE GAMES (volunteerism, education, sports, hospitality and accommodation etc.)	298,0	15,1%
EXPENDITURE OF OLYMPICS' AND PARALYMPICS' ADJUSTMENTS	190,2	9,7%
PRODUCTION AND BROADCASTING OF THE GAMES	171,7	8,7%



TORCH RELAY-OPENING AND CLOSING CEREMONIES-CULTURE	133,4	6,8%
ADMINISTRATION AND MANAGEMENT	101,4	5,2%
PARALYMPIC GAMES (Cost of the organization)	99,4	5,1%
FINANCIAL SERVICES AND SUPPLY	93,5	4,8%
SUPPORT PROGRAMS FOR PROMOTION & MARKETING (Tickets, sponsorship, sales of products, website)	92,4	4,7%
IMAGE AND PROMOTION	69,8	3,5%
RIGHTS OF THE IOC AND NOC	69,8	3,5%
TOTAL	1968	100%

SURPLUS OF THE OLYMPIC BUDGET OF OCOG ATHENS 2004	130,4
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Source: OCOG Athens 2004

Comments:

1. The final revenue of the OCOG Athens 2004, as shown in the table, is bigger than the revenues that had been provided for the "Bid's folder for the Olympic Games", submitted on 14.08.1996 at the headquarters of the IOC in Lausanne. The estimated revenue in the Bid folder was 1,607 million \$.

2. The largest percentage (38.3%) of revenues came from the IOC through assignments in OCOG ATHENS 2004, through the television rights and the rights of international sponsors.



3. The financial participation of the Greek government in the budget of OCOG ATHENS 2004 was entirely consistent with the initial amount, included in the Bid File, which it did not grow. Thus, the Greek government paid to OCOG Athens 2004 for the preparation and the organization of the Olympic Games the total amount of 235 million dollars and the total amount of 45.5 million for its participation in the organization and performance of Paralympic Games, as initially was planned (total percentage 13.5%).

4. The aims of its revenues of the OCOG Athens 2004 from broadcast rights, sponsorships and tickets oversubscribed despite the international negative coincide, which followed the crucial period of the terrorist attack of 11th September in 2001.

5. The OCOG Athens 2004 after the completion of its work ensured operating surplus from the execution of the Olympic budget. This surplus resulted mainly from:

- Reduction of costs in the final stage of preparation and organization of the Games
- A detailed and full planning of its activities
- The over-coverage of the planned revenues from broadcasting rights, sponsorships and tickets
- Satisfactory discounts achieved in competitions and
- The highly successful "Management of exchange risk", i.e. expected revenues in American dollars (1 billion U.S.A. dollars) were converted into euro on time, before the sliding rate in the dollar against the euro during the period 2002-2004.

From the above, we understand that not only it was achieved the goal of a balanced budget for the OCOG Athens 2004, but simultaneously won and an operating surplus of 130.6 million Euros.



4.3. REVIEW OF THE ACTIONS TAKEN BY THE OCOG ATHENS 2004 BY ORDER AND BEHALF OF THE GREEK GOVERNMENT

With the decision of the “Interministerial Committee for the co-ordination of the Olympic preparation”, the OCOG ATHENS 2004 was assigned to arrange competitions for offering services and supplies of products at the behest and on behalf of the Greek government and of the involved public bodies, such actions, projects and commissions with post-Olympic utility (sports equipment, furniture, equipment, facilities) and a number of other actions such as covering the costs of the expropriations. These, they were necessary for the organization of the Games and always at the behest of the Greek government (Coccossis, 2005).

The Greek Government undertook the obligation of granting equally the OCOG ATHENS 2004 to cover the costs of such actions in accordance with relevant decisions of the Interministerial Committee. The purpose of these decisions was the best possible coordination between the Greek government and OCOG Athens 2004 and the earliest possible completion of the procedures for completion of the overall project on time (Coccossis, 2005).

Comments:

1. These costs, of a total amount of 303.8 million Euros, “moved” within the approved budget, on the basis of relevant resolutions of the Interministerial Committee.

2. The Greek government on the above measures, which were adopted by the Interministerial Committee and mandated their implementation in OCOG the ATHENS 2004, subsidized the OCOG with the total amount of 180.2 million Euros, while the relevant expenditure came up to 303.8 million Euros.



3. The costs of such actions that remained, that reach the amount of 123.6 million Euros, were covered by the operating surplus of the Olympic budget of the OCOG ATHENS 2004.

4.4. CONCLUSIONS IN THE CASE OF ATHENS

The Olympic Games significantly increases the promotion of the city and the country for a long period. This international promotion is not always positive and may have adverse effects on the arrivals of foreign tourists. Finally, the most important, perhaps, conclusion, by the organization of the Olympic Games in other cities, is that there is an overestimation of the tourist demand, especially for the year that the Games are held, which is wrong and unfortunately, it was repeated in the case of Greece. However, the studies that have been done for previous Olympic Games on the tourism's impact are not many, to the extent that it is unable to draw any safe conclusions. What is extremely difficult is to assess what would happen in the tourist field, if the Olympic Games were not held, which may vary substantially from city to city, or from country to country (Tziralis et.al., 2006).

4.5. ECONOMIC GROWTH

The Olympic Games were taken by many as an economic lever of the growth. The allocation of the Olympic Games to the city of Athens secured the acceleration of the development process of the country in the long -term. The long-term economic growth occurs, when the natural (private and public) capital is increased, the human capital too, and, of course, when the technology improves. The Olympic Games in Greece contributed to the increase of the natural capital through the improvement of transport networks of Attica, the international advertisement of the country and the construction of sports facilities. The pressure of the time for the



Olympic Games stopped the phenomenon of restriction and suspension of the relevant works in order to improve the budgets of public consumption. The improvement of transport has led to an increase in the productivity of the private capital, the human capital and possible technological progress (Kasimati, 2003).

The acceleration of economic growth has improved all the macroeconomic indicators. The increase in GDP improved automatically the links: a) GDP to debt, b) GDP to deficit and created new jobs. The GDP was increased by over 7.3 billion Euros for the period 2001-2005 due to the Olympic Games, while the budget of the supply of goods and services amounted 1.4 billion Euros (Kasimati, 2003).

Through the Olympic Games were given the opportunity to demonstrate that Greece has a stable economy with high rates of growth, with good infrastructure and satisfactory social indicators. Greece managed to prove that it is ready to play an important economic role in the European area and that it can become a reliable partner. All these contributed to the promotion of national issues and this approach was necessary in order to attract foreign investment and induce greater penetration of Greek investments in other countries (Tziralis et.al., 2006).

Table7– Effects of Olympic Games 2004 in Greece’s GDP and Employment

Period	GDP (million Euros)	Average growth (%)	annual of GDP	Employment (thousands)
1998-2003	1940		0,8	204
2004	770		2,0	81
2005-2011	1515		0,6	160
Total	4225		3,4	445

Source: Ministry of Economy



Therefore, taking over the responsibility for organizing the Olympic Games, created a new dynamic image of the country and shattered every negative predisposition for anything Greek.

The Olympic Games created a need for better infrastructure and organization on behalf of Greece and demanded a huge organizational effort in all areas of economic and social activity. Greece has gradually increased its productivity and competitiveness.

Businesses were modernized and in parallel the additional investments were upgraded, while at the same time, many new jobs were created. All of these accelerated the pace of growth.

4.6. INVESTMENTS

According to estimates, Greece in the period of 1998-2004 has made investments amounting approximately to 14.6 billion Euros for infrastructure projects. For additional projects, approximately 41 million Euros were derived from public investments and approximately 38 million Euros from the private sector in the shape of the self-finance.

The organization of the Olympic Games 2004 in Athens changed radically the psychology of the financial market. The investors felt greater confidence in Greece, the economy and the Greek enterprises. Therefore, the Olympic Games attracted the interest of large foreign companies to invest in Greece. The interest was mainly in the construction sector and in the telecommunications sector. Between multinational companies that invested in Greece, is the Motorola Company, CBS (network TV), Kellogg's (food industry), Space (satellite lightning communications) etc.



From the total investments that have been made, German investors invested 57.8 million Euros, U.S. investors 42.4 million Euros, Italian investors 26, 1 million Euros, French investors 18.6 million Euros etc. For the first time, funds by Russia appeared for the production of alcohol.

4.7. THE DEVELOPMENT OF THE GREEK INDUSTRY

Significant benefits had the wood industries, the companies of building materials and all intermediaries that are involved in the handling of projects and economic activity. The investors from all around the world developed a better attitude towards the Greek industry. (Coccosis, 2005).

The Greek product takes a better place on the international market. Particularly the industry of food and beverages had the biggest gains and this, because the foreign visitors, who get to know the products of Greece, become the best advertising ambassadors, when they return to their own country (Tziralis, et. al, 2006).

More than 500 Greek companies and approximately 1000 contractors and suppliers benefited from the preparation in the Olympic Games. In the period 2001-2004 this preparation increased the turnover of the Greek industry by 650 million Euros.

The bulk of this amount went to the construction ventures, the cement factories, and the furniture and food companies. In particular, large construction companies that cooperated with Athens 2004 was Athens S.A., Edrasi, Themeliodomi, Betanet, the cement industry Hercules supplied a total of 535,000 tones of cement and others. The construction companies that were already in the stock market, showed in the recent years, twice the efficiency of capital from the respective of German companies (Kasimati, 2005).



4.8. THE GREEK REAL ESTATE MARKET

With regard to the influence that these developments had in the real estate markets, it is noted that there was a change in the value of property, in areas in which the infrastructure and transport projects took place and created all those conditions in order to stimulate demand.

The main new features were the increased demand of real estate by foreigners and Greek buyers, either in coastal areas, or in apartments of neighborhoods of the capital (Kasimati, 2003).

Also, in the residential areas of Attica, to where the new Metro line was extended and which gained access to Attiki Odos, or from where the suburban train and tram line passes, the property values increased. Also the values of the old perceivable buildings in the various neighborhoods of Athens, which were renovated, for example the buildings near Thisseio, Keramikos etc increased significantly. A similar approach was followed by the land of industrial and commercial areas. As regards to the house prices for professional shops located in the regional markets, there has been a small fall in prices (Tziralis, et. al, 2006).

4.9. CONCLUSION

The Olympic Games have had significant economic impact mainly from investments in sports infrastructures (construction), the sale of tickets and contributions from television rights and revenues from international arrivals. The economic consequences of the Olympic Games are the increase in economic activity, the increase of employment and the productivity growth. The purpose of this chapter is to provide approximate estimates of the impact on gross domestic product (GDP) and employment.



It is very difficult to assess the economic impact of the Olympic Games, mainly because it concerns a long period (1998-2011), for which it is not easy to estimate the economic evolution without the Games. The Olympic Games of Athens 2004 will have had a significant effect on the total of economic activity, increasing the GDP growth rate, created new jobs and enabled Athens and Greece to be promoted worldwide. The Olympic Games added 0.8% in annual GDP growth rate from 1998 to 2011, increasing employment at about 32,000 people per year.



CHAPTER 5

CONCLUSION

The Olympic Games in 2004 had important economic effects on the host city, Athens. Publicity, surrounding the Olympics and the Olympic competitions themselves, increased foreign tourism in Greece during 1998-2011. New jobs were created and the nation's GDP grew, very probably to the tune of 0.8% for annual growth from 1998 to 2011, which should increase employment by 32,000 annually.

The new infrastructure in Athens improved significantly the functionality of Athens and made it more attractive for the installation of new business. At the same time, it should be noted that the integration of important projects of social and cultural infrastructure and the renovation, extension and upgrading of tourist facilities have allowed Greece, to attract more visitors-tourists, of high budget level and to broaden the scope of the tourist season. Of course, as it is supported by the organizations of Tourism, the general infrastructure, which took place mainly in Athens, alone is not enough for the development of tourism. In particular, the Games affected expectations in three ways:

- The completion of projects reduced the effective demand
- During celebration of the Games, it is considered that the conditions of demand were not improved and
- The economic activity was not directly stimulated.

The period following the Olympic Games of 2004 is charged with difficulties, since the financial situation appears worse, than it was estimated in the past. Thus, in the context of a development policy, it would be important for the country, to divert the attention of the best possible use of the Olympic capital. The Olympic stadiums, if utilized (with partnership, where appropriate, of private and public sector) and promoted appropriately, will encourage the development of new activities in the areas of Conference tourism and international sports services.



Greece can strengthen other parts of the economy, such as tourism, manufacturing, services. The business world considered that this investment may have proved to be efficient. However, as it is now well known, this not the case.

The positive image formed by the world community to the Greek Olympic Games had been pointed out by representatives, of all the productive entities, from the first days of the event. The main aim is to maintain and strengthen further the high growth rates and to make effective and above all equal advantages in the territory.

The Greek economy must restore, first of all, the lost reliability and fiscal consolidation will play an important role in the substantial growth and progress. There are required major intersections on the limitation of public debt, control of primary spending, improvement of the conditions of operation of the markets through their liberalization and the implementation of necessary structural interventions.

Previous experience of Olympic Games shows that it is impossible to predict, either the costs, or a potential profit. Firstly, it is necessary to convince taxpayers, that the hosting of the Games will be more expensive than planned, during the submission of the proposal. When the Montreal Olympics in 1976 were prepared, the Mayor of the city relaxed taxpayers, saying that the Olympics will certainly be profitable for the city (Miller, 2003).

The case of the Olympic Games in Athens does not differ much from that of the Canadians. Seven years before the Olympic Games in Athens, had been stipulated that the cost will be about 1.3 billion dollars. When it came time to make the final determination, the cost rose to 5.3 billion US dollars. And when the Olympic torch began to burn, the costs went to 14 billion dollars and caused a large hole in the national budget (Miller, 2003).

The main conclusion of the overall analysis is that the financial impact and benefits brought about, by organizing a large sporting event, are not limited timely only in the period before and during the event, but especially after the end of this.



The basic form and main result of such an event is sports tourism, a new market and product, which gives the ground for the development of the science analysis and, if used properly by the country concerned, can bring significant economic benefits, indirectly and directly. We can summarize the main economic impact in the following (Pace, 2006):

1. Sports tourism
2. Improvement of life quality and living level
3. Growth and improvement of private investments
4. Inflow of capital
5. Improvement of sports infrastructure
6. Attraction of foreign and internal investments
7. Increase of jobs
8. Increase of productivity

As was clear from the preceding analysis, the Olympic Games formed the cause, or the pretext for acceleration of economic activity and development of the region, or even the entire country that is engaged in their organization. Such an event of international scope requires careful and comprehensive planning and design, as any lack, or negligence can cause a chain reaction, with the principal “victim” the same the environment, but also the quality of life in further analysis, changing the surroundings and generally affecting the land use planning and layout of the city, not necessarily for something better (Pace, 2006).

It is true that the Athens Games are Games of lost opportunities. There was the time, and money, and the available technology and often manifests by official sources, for further interventions in areas, such as the emergence and implementation of new technologies (energy, building, water, waste management, etc.), interventions that in addition to direct environmental benefits, would create new markets. In these sectors, performance is extremely poor (Kartakoullis, 2003).



However, it would be unfair to assume that, all environmental developments related to the Olympic Games are negative. Obviously the Games contributed positively to the enhancement of quality of life in many cases. And this, because of the Games, where several works, highly necessary for the city, was done. An example is the tram. Without the pressure of the Olympic Games and the threat of the schedule, it wouldn't be developed. The same applies to many other infrastructural works in transport. And is certainly a positive development the commitment of billions of Euros for the development of public transport (Metro, suburban train, tram, trolleybus and bus modernization) in the metropolitan area of Athens. The contribution of the Olympic Games in the development of these infrastructures is that set strict timetables for their implementation, which is almost unprecedented for the Greek data. Equally positive is the aesthetic upgrade of many areas on the occasion of the Olympic Games. This is true, even in cases, where the choice of the location was strongly criticized (e.g. Faliriko Delta) (Coccosis, 2005).

After the investigation that proceeded, it can be concluded that the ecological and spatial effects of the Olympic Games, and more generally the international scope of events may have many and various forms of case-by-case basis. What differentiates them is how the hosting cities exploit the opportunities offered and the criteria used for deciding, whether, or not it is becoming oriented towards the environment and protects it. (Kartakoullis, 2003).

A general conclusion of all this is that the Olympic Games, as well as any other large sporting, or non-governmental organization has a particularly strong capacity, which, if used properly and in full, will yield significant benefits. What is needed is always a correct and structured design, and indeed feasible and without the goal of successful and profitable organization to be a victim of the environment, urban or natural. Solutions exist but it must be realized that the future of our children and this planet is a more important issue than the temporary profit. All the positives, which occurred because of the Games, are of course welcomed. But these are not enough and should not be judged from a conventional and self-explanatory scope.



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