

**Tourism & Hospitality Management**

**Master Thesis No 2003: 28**

**Athens 2004 Olympic Games -**

**A challenge for the Hotel Sector of Athens and Greece**

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**ISSN 1403-851X**

**Printed by Elanders Novum**

## **ABSTRACT**

Traditionally, there has been a clear separation between sports and tourism, two sectors of activity that seemed unrelated until recent times. Tourism is the number one industry in the world. It was comprised of nearly 700 million international travelers worldwide in the year 2000, and represented a total expenditure of more than US \$ 476 billion. Domestic travel represents a movement of people several times greater.

On the other hand, sports are without a doubt the number one industry within the leisure sector. The impact of the professional practice of sports has become a global phenomenon. Sportsmen and –woman from various sports become global heroes and role models for dress, behavior, attitudes. Moreover, amateur sport and leisure sport are becoming increasingly important in a stressed society where individuals need alternative ways to relax and develop their character.

The Olympic Games are certainly the biggest sports event in the world as well as a major tourist attraction that will, or not, consolidate the organizers' city as a future tourism destination depending mostly on post-Games management of both brand image and tourism potential. The benefits derived from such a hallmark event are mainly economical, socio- cultural, and organizational, but for Athens and Greece the upcoming Olympic Games will have a deeper meaning and a historical dimension as they constitute one of the points of reference for the ancient Greek civilization.

The present study focuses on the 2004 Olympic Games that will take place in Athens and its objective is to critically examine the hotel development that the Games will bring to Athens and Greece.

Athens is likely to experience an actual re-built, just like Barcelona did in 1992, where a “new city” was built in order to cope with the requirements of the 1992 Olympic Games. The hotel sector in Athens and Greece is already experiencing changes in order to tackle the challenges of the post-Olympic tourism period; confronting the seasonal nature of Greek tourism, enhancing Greece's competitive advantages in tourism and advancing other tourism fields, to name but a few challenges.

The pre-requisite for the hotels' successful Olympic preparations, calls for a closely-related coordination between government bodies and the hoteliers, something apparent in the so far existing communications and decisions.

Having this orientation, large hotel units are also preceding with their strategic planning towards the post Olympic tourism trends; as such, noteworthy co-operations can be seen among the Athens' hotels, as well as investment decisions on behalf of multi-national companies regarding Greek hotels, aiming to lead into a deeper penetration of the widely enlarged post-Olympic Greek tourism market.

The significance of the results in this study lays initially in the business and investment interest that the Olympic Games will bring upon the hotel sector in Athens and Greece. Businessmen will actually realize that Greece has moved well beyond the period where it was exclusively considered as a "sea-sun-sand" destination. Business opportunities are already apparent and are expected to be multiplied as we come closer to the event of the Olympic Games in Athens. Finally, the results' significance lays in the context of the prolongation of the Greek tourism season, as particular consideration is given to advance the forms of tourism that can lead the way to the success of this attempt.

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## ABBREVIATIONS

“Athens 2004”: The Athens Organizing Committee of the Olympic Games

BOCOG: Barcelona Organizing Committee of the Olympic Games

SOCOG: Sydney Organizing Committee of the Olympic Games

IOC: International Olympic Committee

OC: Olympic Committee

OCOG: Organizing Committee of the Olympic Games

ITEP: Research Institute for Tourism

ESYE: National Statistic Service of Greece

EXA: Athenian Hotel Association

ETA: Hellenic Tourist Properties

OLP: Organization of Port of Piraeus

SETE: Hellenic Association of Tour Operators

EOT: Greek National Tourism Organization







# **CHAPTER 1: Introduction to the study**

## **1.1 Olympic Games and Greek Tourism**

In 2004, Athens will be hosting the world's greatest sporting event: The Olympic Games. The place and the time are of considerable symbolic significance, as the Games return, early in the third millennium of the Christian era, to the land where they were born and to the city where they were revived in 1896.

Greece is one of the smallest countries to undertake the task of organising and hosting the Summer Olympic Games, however, Athens constitutes one of the largest metropolitan centres in the Mediterranean and it is the largest city in the Balkan Peninsula. Given that in the aftermath of the 2004 Olympic Games the country is expected to be more of a destination of choice on a global scale, growth prospects for Greece's tourist industry are highly promising. The event of the Olympics offers to Greece a unique opportunity to showcase the country as a modern tourism destination, combining its traditional strengths as an open museum of ancient Greece and a wonderfully sunny land with world-class facilities.

Greece already attracts more than 12 million tourists each year and it ranks among the top 15 tourism destinations in the world. Seasonality is the main characteristic of the Greek tourism product that has relied on the traditional triptych of sea, sun, and antiquity for decades. Greek tourism officials hope that the event of the Olympic Games will shift Greece's tourism philosophy from mass tourism, to accommodate the demands of year-round quality tourism. Thus, large hotel units of higher quality will need to move towards the direction of business, theme and other forms of tourism in order to promote the desired transformation of the Greek tourism product.

The event of the 2004 Olympic Games has already generated new hotel business in Athens and Greece. This will eventually differentiate the Greek tourism product and thus give Greek tourism a valuable competitive advantage in the competition with the tourism markets of other Mediterranean countries.

## **1.2 Problem Analysis - Purpose**

The Olympic Games are among the biggest and most significant hallmark events in the world. The success of the Games usually depends on the cooperation between the IOC, the local OC and government business units, and last but not least, on the participation of the citizens whose city is hosting the Games. The investments in athletics and other infrastructures are huge;

therefore the IOC selection process takes place usually seven years before the Games.

Individuals and organizations involved in the compilation of this mega project usually set high goals and expectations regarding the impact of the Games. Apart from the social, cultural, and in the case of Athens, historical and national impacts, both public and private organizations are aiming to benefit in economic terms.

The most significant economic impact from the Games is usually the impact on the national and international tourism of the host city and country. Looking back in the recent history of the Games, one can isolate several cases of host cities whose main interest was to 'grab' the opportunity of hosting the Games in order to stimulate the growth of tourism. Sydney, and Australia in general, sets a good example of a host city-country that successfully leveraged the Games for tourism and managed to position its tourist product, both leisure and business, among the top in the world. The promotion of a host city and country through the Games is a complex and difficult task that requires a very well coordinated strategic marketing plan, and if done properly, it can induce the arrival of thousands of international travelers.

The impact of the Olympic Games on the tourist market of a host city and country are usually associated with the induced arrival of both national and international visitors before, during and after the Games. This covers a long period, starting with the announcement of the host city, which can last up to 7 years after the Games. The hotel sector of the Olympic host city is charged with the complex task of accommodating the visitors throughout this time. The demand for hotel beds is becoming extremely high during the Games, when both related and non-related to the Games visitors need to be accommodated in often superior class hotels.

The upcoming Olympic Games in Athens are expected to cause an increase in the demand for hotel beds in the broader region of the Greek capital during the period of the Games, as well as before and after the Games. The main characteristic of this demand is its transient nature, especially the period during the Games, and the tendency to be overestimated, as optimism is often inborn in the officials' estimation process. These two factors need to be carefully studied and controlled as failure to do so, can lead to a surplus in hotel rooms, usually setting in danger the larger hotel business.

The objective of this study is twofold; first, to estimate the direct impacts of the 2004 Olympic Games upon the hotel sector in the broader area of Athens, and whether the present hotel establishments are capable of coping with the increased demand for hotel beds that is expected during the Games in the city of Athens and its surroundings. It is essential to examine all the aspects regarding the demand and supply of hotel rooms in the broader region of

Athens in order to extract valuable information that will help Greek officials to meet the actual demand and avoid a potential excess in supply during the Games. In this regard, the present study examines the hotel development in a geographical region that includes the city of Athens and the surrounding areas of the Attica prefecture which is situated in the southern mainland of Greece.

Second, the underlying study will appraise the long-term effects of the Olympic impact upon the Greek hotel tourism; as the event of the Olympic Games and the publicity surrounding them will increase the demand for the tourism product of Athens and Greece before and mainly after the Games.

### **1.3 Structure**

The study is divided into 7 chapters. At an early stage, there will be a brief examination of the Olympic impacts upon the tourism and hotel sector of previous host cities. The chapter focuses in the recent case of the Sydney 2000 Olympic Games and the very relevant to Athens case of Barcelona. Tourism in those cities/countries experienced significant changes that are still taking place as their tourist product goes through different phases of the life cycle generated by the Olympic impact. The chapter concludes with a set of strategies for host destinations that will optimize and prolong the Olympic effects upon their hotel sector.

The question of whether the present hotel establishments in the broader region of Athens are enough to satisfy the demand during the Games will be examined in chapters three, four and five. Chapter three presents the impact of the Olympic Games upon the Greek hotel demand. Two case studies have been used to exemplify the Olympic impact, with regard to several scenarios raised to cover this issue. Predictions for international arrivals, based on the hypothesis that Athens was not to host the 2004 Olympic Games, will permit the reader to evaluate the market's potential without the Olympics. Subsequently, predictions for international arrivals in the case the Games will be hosted in Athens the year 2004 will enable a better comprehension of the Olympic development impact upon the hotel sector.

The analysis of the Olympics' impact upon the hotel development will be further investigated in the fourth chapter, by scrutinizing and appraising the Greek hotel accommodation supply. The chapter provides a deeper penetration into this field, by referring to the dynamics and capacity of the hotel sector in Athens, an issue that initially created a controversy as to whether the city would be able to satisfy the demand in hotel beds during the Games. Continuously, the measures on behalf of the tourism and governmental officials are mentioned, as well as the legal decisions undertaken to tackle this subject. Finally, the alternative accommodation supply is pointed out, in cross-reference with the final actions that lead the way towards the settlement of this dispute.

It should be noted that the empirical data for the analysis in chapter three and four regard the whole region of the prefecture of Attica which has a population of approximately 3.8 million people. Attica is situated in the southeast part of Greece's mainland and it is divided into the four administrative municipalities of Athens, West Attica, East Attica, and Piraeus. Athens, and the detached to it municipality of Piraeus, cover almost two thirds of Attica's geographical area reaching a population of approximately 3.5 million people. Most of the hotel establishments that fulfil the IOC's requirements for the accommodation of the Olympic visitors are situated within the city of Athens while many of them are situated in the broader geographical region of Attica, always in close proximity to the Olympic venues and sports halls. Therefore, the geographical area for which the analysis of the hotel supply and demand is being conducted in the following chapters, regards the broader region of Attica, including the city of Athens and its suburban areas (see also appendix 18).

The predictions for international arrivals presented in chapter three, combined with the predictions for the expected hotel supply presented in chapter four, will examine whether there is a need for additional hotel accommodations in Athens due to the event of the Olympic Games in 2004. Estimations regarding this issue are presented in chapter five.

Chapter six is focused on the post-Games period, illustrating the actions of the hotel sector in order to cope with the requirements of the post-Games tourism period. Given the fact that new areas of tourism will be created or enhanced, it is in the interest of the hotel industry to proceed with the adequate actions to render itself capable to engage in the New Greek tourism era, its pre-requisites and expectations. Thus, major hotel activities are being mentioned aimed at improving the firm's potential and prospects for the new tourism era that Greece will experience.

Finally, chapter seven outlines the whole study by providing a general conclusion built on what has been denoted so far, followed by several recommendations regarding the maximization of the derived benefits from the complex event of the Olympic Games.

## **1.4 Methodology**

### **1.4.1 Levels of Analysis**

The present study, conducted for the 2004 Olympic Games in Athens, is comprised an exploratory study, as its objective is not to define a problematic situation regarding the examined topic, but rather to examine the ability of a city and country to cope with the requirements of a mega event such as the



Olympic Games both from a short and long term perspective. Therefore, the analysis of the examined topic is conducted in two levels:

The first level of analysis concerns the short term period surrounding the Games and its objective is to examine the ability of the Athenian and Greek hotel sector in meeting the requirements set by the IOC and the increased demand caused by the Olympic Games, to identify how the Olympics organisation is reshaping the hotel industry in terms of operational strategies and business orientation, to critically analyse the new face of the Athenian hotel industry that results from the 2004 Olympic Games, to examine the relevant procedures and work undertaken in Athens, in order to successfully meet the requirements of the Olympic Games' organisation.

On the other hand, the second level of analysis examines the potential impacts of the Olympic Games upon the hotel sector of Athens and Greece, covering a longer period of time (1998-2011). Depending on the success of the Olympics' organisation, the publicity of the Games will most probably create a brand name and positive image for Athens and Greece several years before and after the event. The heightened awareness for Athens and Greece will induce international travellers to both the city and country, questioning their hotel capacity. Thus, it is also the aim of the study to estimate the impact of the Olympic Games on the evolution of the hotel capacity in Athens and Greece throughout a longer period surrounding the Games.

### **1.4.2 Secondary Data – Case Studies**

The research method that has been selected, in an attempt to accomplish the aforesaid objectives, is the collection of secondary data, as well as the adoption of several case studies on the impact of the Olympic Games upon the economy and tourism of the host city and country.

The secondary data is derived from a number of sources including statistical bulletins, governmental publications, library records, on-line data, and data from previous research. It mainly refers to the hotel development in Athens and Greece, the actions that were undertaken by individuals, the EXA, the governmental bodies and the tourism authorities in general, so as to appraise the dynamics of the Greek and Athenian hotel sector in close relation to the accommodation requirements of the 2004 Olympic Games. The secondary data collection process required extensive and systematic visits to the various tourist authorities that are mentioned throughout the study. Regular visits to the "Athens 2004" authorized library were necessary for the collection of the latest publications regarding the upcoming Olympic Games in Athens. The "Athens 2004" library has also provided the author with valuable information and

statistical data on previous Olympic Games, as well as bulletins and official publications regarding the upcoming Games' schedules, finances, and latest updates.

The second chapter required the adoption of two case studies regarding the Olympic impacts in Barcelona and Sydney since the past Olympic experience of the two cities sets an appropriate and relevant example, as well as a guideline, for the city of Athens. The findings from two more recent studies regarding the impacts of the upcoming Olympic Games upon the economy and tourism of Greece are used extensively throughout chapters three and four so as to examine the flexibility of the Athenian and Greek hotel industry and its ability to successfully meet the hotel supply needs of the 2004 Olympic Games. This background is also creating a benchmark on which the radical interactions within the hospitality field can be epitomized, and the sector's development can be demonstrated in more depth.

### **1.4.3 Limitations**

The nature of the present study creates a number of obstacles concerning the accuracy of the collected data and the procedure of reaching its research objectives. The quality of the officially published data remains questionable as there is a limited number of places of official data regarding the existing hotel infrastructure and international arrivals in Athens and Greece. Additionally, the existing data regarding the hotel overnights in Athens and Greece tend to be underestimated, mainly because of the lack of an officially accurate estimation model.

A second obstacle for the present study is the long period for which estimations and predictions need to be done. Within the examined period (1998-2011), a number of national and international incidents can reverse or influence the drawing of the Greek and world tourism map. The restarting of world terrorism, the new Iraq crisis, the EU member expansion, the adoption of the Euro in Greece since 2002, set an example of global, regional and local incidents that will subsequently influence the flow of tourists in Greece, Europe, and the rest of the world. The study assumes that the Olympic Games will have a positive impact upon the international arrivals and the hotel infrastructure in Athens and Greece the following years after the Games.

Finally, a third limitation for the study is the lack of a method able to estimate the positive impact of the Olympic Games upon the image of the host city and country. The organisation of the Olympic Games does not only involve financial motives, but also national, cultural and in the case of Greece historical motives. The upcoming Olympic Games will undeniably enhance the tourism

image and historical dimensions of Athens and Greece, since the Games will return to their birth and revival place. This will probably result in the increase of international visitors in Athens and Greece. However, the estimation of such beneficial impacts derived from the upcoming Olympic Games constitutes a very difficult task and it is beyond the scope of the present study.



## **CHAPTER 2: The Olympic impact on tourism in previous host cities.**

### **Introduction**

In general, tourism is very significant for a host city. On the one hand, the high demand for accommodation during the Olympic Games induces private and public investments in the hotel sector. On the other hand, lasting jobs are created in the city, at least by the expected post-Olympic tourism, which is based on the image of the host city since a high level of awareness promotes both the probability of staging conventions, the settlement of new industries and thus convention and business trips as well as on the attractiveness of follow-up sports events.

The second part of the chapter provides a brief presentation of such impact on the hotel sector and the post-Games tourism sector of the previous host cities of Barcelona and Sydney. The Olympic experience of the two cities is very relevant to the case of the upcoming Olympic Games in Athens and to the present study for two reasons.

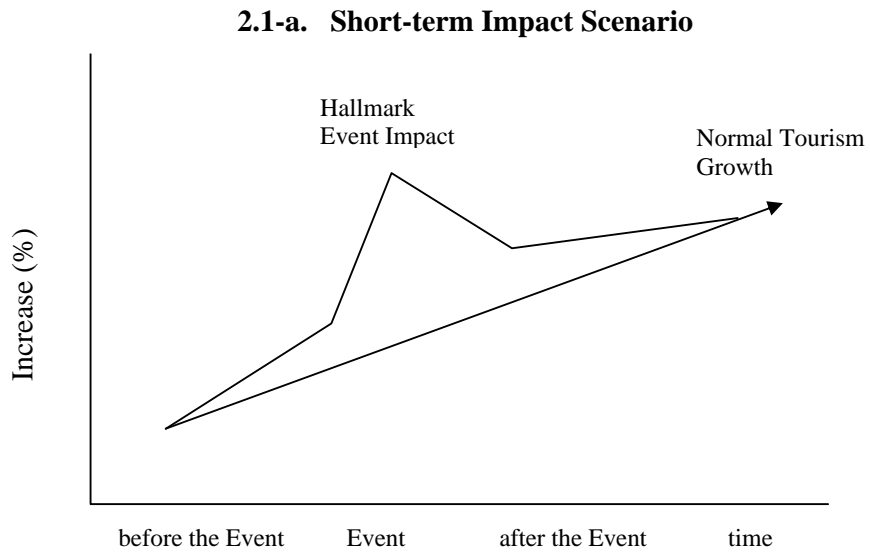
First, it is widely accepted that the Sydney Olympic Games constitute a benchmark regarding the corporate efforts of the IOC, the SOCOG and the governmental tourism bodies of Australia to leverage the Games for tourism. Extensive and systematic impact analysis research before, during, and after the Sydney Olympic Games, was undertaken by the Australian tourism authorities in close cooperation with the OCOG in order to draw valuable lessons in leveraging the Games for tourism. This effort continues to take place through the Transfer of Knowledge (TOK) program that has been passed over to the OCOG in Athens by the Australian officials. Subsequently, it will move onwards to the Chinese OCOG that will make use of it in its future preparations for the 2008 Olympic Games in Beijing.

On the other hand, the Olympic experience of Barcelona has been also considered very relevant to the case of Athens since the Greek capital is also a very big metropolitan city and port situated in the same continent and geographical region (Mediterranean) as Barcelona. The two cities had apparently the same motives when they were bidding for the Games; the infrastructural legacy of the Games, and the stimulation of their economy and tourism in terms of new business development.

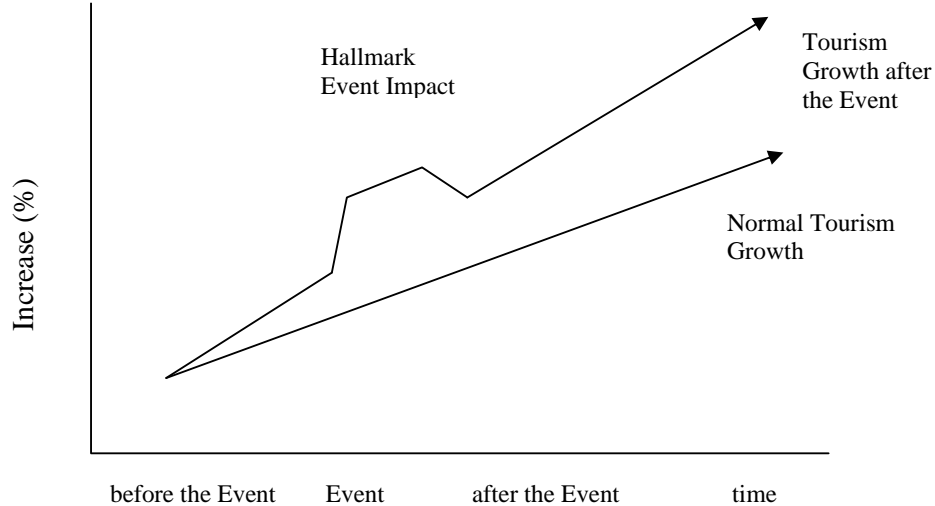
In terms of tourist demand volumes, Sparrow (1988) provides two models that describe the different effects of hallmark events upon the demand for the tourist product of the host destination. According to the first model (Diagram 1.a) there is an increase in the tourist demand during the event period, followed by a

return in normal rates of tourist growth. The second model (diagram 1.b) describes the scenario in which the impact of a hallmark event will result in accelerated demand; a higher plateau in terms of volume. The rate of growth that follows the event is higher than it was before, and additionally it has achieved a higher plateau of demand. In close relation to this, the third part of the chapter will present some valuable conclusions and strategies, extracted from the past experience of Olympic host towns, which will help the Athenian hotel sector and optimize the Olympic impact.

**Figure 2.1: Theoretical Models for the impacts of Hallmark Events**



### 2.1-b. Creation of new plateau for Tourism Growth



Source: Sparrow, 1988

## 2.1 Previous Host Cities - Olympic Impacts

### 2.1.1 Barcelona

When Juan Antonio Samaranch claimed right after the termination of the 1992 Olympic Games that Barcelona had hosted the best Olympiad in the history of the Games, nobody really could have blamed him that he was speaking on behalf of his home town. The 1992 Barcelona Games were successful from almost every point of view and they should serve as a point of reference for organizational issues regarding the Games. For the city of Athens there is an additional interest in the Olympic Games in Barcelona as the latter is also a big Mediterranean city and port, whose urban appearance a few years before the Games was very similar to the appearance of Athens at the moment.

In general, the Olympic Games had an enormous impact on both physical and intangible attributes of Barcelona. The various dimensions of the impacts presented in this part were analyzed and presented in depth in various studies by Moragas & Botella (1995), Brunet (1993), and Delas (1997). The Games had a significant impact on the city's tourist capabilities. From the anonymity and depression it was experiencing the year of its nomination (October, 1986), Barcelona has gone through an economic boom and has turned into one of the most visited European cities as well as a reliable destination for trade and scientific meetings and conferences. In 1997 the city hosted in total 1000

international meetings and conferences while the corresponding number for the year 1990 was 373 (an increase of 63%).

The biggest challenge for the city of Barcelona was its urban reconfiguration through major infrastructure works. The city's expansion towards the sea has been blocked by old warehouses and rail tracks, as the area around the port mainly served as an industrial depot. All these have been replaced by the 2,000 residential apartments that have been built along the almost 5 kilometer coastline in order to host Olympic athletes during the Games. It is worth noting that long before the Games, most of the apartments were already sold to residents.

The major construction work, that has been responsible for a sharp effect on employment rates, electricity consumption, real estate, includes the creation of new ring roads 25 kilometers in length, the construction of 25 sports venues, among them the renovation of the Olympic stadium and the construction of an indoor arena with an 18,000 seating capacity. New hotels added 4,000 hotel rooms during the period 1990-1992. Two new telecommunications towers were added to the international airport, which was almost fully reconstructed. The total investment in infrastructures has reached the amount of 8 billion USD, excluding the expenditures of the BOCOG of 2 billion USD. Based on the multiplier effects in his presentation, Delas (1997) has estimated that the overall economic impact of the Games was 30 billion USD.

The economic impact analysis for the post Games period mainly concerns the impacts on Barcelona's tourist product. The study by Delas (1997) provides us with accurate and long term statistical data that are presented in Tables 2.1 and 2.2. Table 2.1 gives the number of tourists, the number of hotel nights, the average stay of tourists in terms of hotel nights, and the capacity ratio of the hotels for the city of Barcelona for the period 1990-1997.

**Table 2.1: Tourist Hotel Demand in Barcelona, 1990-1997**

Year	Number of Tourists	Increase in Tourists (%)	Hotel Overnights	Increase of Hotel Overnights (%)	Average Stay (days)	Occupancy Rate (%)
1990	1,733,000	-	3,796,000	-	2,19	71.0
1991	1,728,000	-0.3	4,090,000	7.7	2,35	70.0
<b>1992</b>	<b>1,875,000</b>	<b>8.5</b>	<b>4,333,000</b>	<b>5.9</b>	<b>2,34</b>	<b>64.0</b>
1993	2,455,000	30.9	4,257,000	-1.8	1,72	54.6
1994	2,664,000	8.5	4,705,000	10.5	1,76	54.5
1995	3,090,000	16.0	5,675,000	20.6	1,84	63.6
1996	3,062,000	-0.9	6,341,000	11.7	2,07	70.9
1997	2,823,000	-7.8	6,965,000	9.8	2,47	76.6

**Source: Barcelona Tourism Statistics, 1997.**



Table 2.2 presents in percentages the numbers of domestic and international tourists, as well as their country or continent of origin. The international tourists represent the majority of the visitors. Among the international tourists, the Europeans are first, followed by other countries and the USA.

**Table 2.2: Origin of Tourists in Barcelona, 1990-1997 (%)**

Year	Domestic (Spain)	International	Europe	USA	Japan	Other Countries
1990	51.2	48.8	-	5.9	2.6	-
1991	51.3	51.3	-	5.7	-	-
<b>1992</b>	<b>43.8</b>	<b>56.2</b>	<b>39.0</b>	<b>5.0</b>	<b>4.5</b>	<b>6.9</b>
1993	38.5	61.5	-	8.7	-	-
1994	38.5	61.5	44.1	8.9	2.1	6.4
1995	37.0	63.0	40.1	9.5	1.8	11.6
1996	36.9	63.1	41.4	9.0	2.2	10.5
1997	42.6	57.4	34.9	10.2	1.8	10.5

**Source: Barcelona Tourism Statistics, 1997.**

Finally, the increase in the demand for Barcelona's tourist product has created an increase in hotel beds. Table 2.3 presents this change for the period 1990-1997.

During the Olympic Games, Barcelona's hotel market numbered 25,641 hotel beds of all categories. In total there were 154 hotels, of which 9 have five stars, 43 have four stars, 59 of three stars, 17 two stars, and 24 one star. In 1992 Barcelona had 1,874,734 visitors of which 577,418 stayed in hotels. The occupancy rate of Barcelona's hotel beds during the year 1990 was 71%, for 1991 it was 70%, and for 1992 it was 64%. During 1992, the highest occupancy rate was observed among the two and three star hotels, with a corresponding rate of 67% and 70%. The hotel occupancy level for the year 1990 was 58%, for 1991 it was 59%, and for 1992 it was 54%. (See tables).

**Table 2.3: Barcelona's Hotel Infrastructure, 1990-1997.**

Year	Hotel Units						Rooms	Beds
	Total	5*	4*	3*	2*	1*		
1990	118	9	30	45	14	20	10,265	18,569
<b>1992</b>	<b>148</b>	<b>9</b>	<b>43</b>	<b>56</b>	<b>16</b>	<b>24</b>	<b>13,352</b>	<b>25,055</b>
1994	158	6	46	60	22	24	14,830	27,542
1995	160	6	47	60	21	26	15,076	27,988
1996	162	6	48	60	22	26	15,090	28,040
1997	165	6	50	60	23	26	15,273	28,770

**Source: Barcelona Tourism Statistics, 1997.**

The reality for Barcelona's hotel sector during and one year after the Olympics was not as promising as it was expected before the Games. Although hotel supply recorded an increase prior, during and after the Games, Barcelona experienced a contraction and suffered a decline in hotel occupancy during and one year after the Games, arguably as a result of perceived congestion and the heavily oversupplied market. However, during the second year after the Games and thereafter, the demand for hotel nights recorded a high increase, as the convention demand increased by 129% the following year, with the volume of conventions stabilizing to an average of 700 per year in subsequent years. Increased international leisure travel has also been responsible for the revival of the hotel market in Barcelona the following years after the Games.

These are some of the main changes that Barcelona's tourist product has experienced following the Olympic Games:

- The average hotel nights of visitors were 1.7 in 1993, 1.8 in 1994 and 1995, and 2.1 in 1996.
- The supply of hotel beds has increased from 13,592 in 1992, to 13,906 beds in 1993.
- The five star hotel beds recorded a significant decline from 2,284 to 1,071 (53%), while the four and three star hotel beds have recorded an increase of 25% and 1.5%.
- The number of conventions during 1997 doubled in relation to 1990, recording an increase of 167.8%. The annual growth rate for conventions in 1993 and 1994 was 36.1% and 66.6%, in 1996 it was 12.6%, and in 1997 it was 20.1%. Since 1990, international and foreign conventions have recorded an increase of 206.6% and 169.5%, much higher than domestic conventions.

Generally, the 1992 Olympic Games have been very beneficial for the city of Barcelona and the region of Catalonia as they resulted in accelerated demand for the tourist product, setting the plateau of international arrivals and hotel nights in higher levels. The demand for hotel nights in the city of Barcelona recorded a rapid and continuous increase, rising from 3.8 million in 1990, to 7 million in 1997. In the same respect, hotel establishments increased from 118 in 1990, to 148 in 1992, and to 165 in 1997. Respectively, hotel rooms rose from 18,569 in 1990, to 25,055 in 1992, and 28,770 in 1997. (Delas, 1997).

### **2.1.2 Sydney**

In September, 1993 Sydney was announced as the host city of the 2000 Olympic Games by the IOC. Sydney is a modern metropolis of 4 million inhabitants coming from 100 different nations. The city is the administrative capital of the State of New South Wales, one of the eight regional states of Australia, on the southeast coast of the country.

Two official impact analyses of the Games in Sydney were conducted before the Games, in May, 1993 by KPMG Peat Marwick, and in November, 1997 by the Ministry of Finance of the Government of New South Wales. The most significant and more related to the present study, findings of those studies are the economic impacts that the Games would have on the tourism in Sydney, and Australia in general. The analysis of the NSW (1997) refers to the period between 1994 and 2004 and classifies visitors' arrivals in two categories: visits related to the Olympic Games, and visits that were generated by the induced demand caused by the Games.

Another classification of the same study refers to visitor arrivals in three separate periods: visitors before, during, and after the Games. Table 2.3 and 2.4 show the visitors before and during the Games, while table 2.5 shows the induced visitors during the examined period 1994-2004.

**Table 2.4: Expected International Visitors in Australia the year 2000.**

Category of Visitors	Number	Average Stay (days)	Average Daily Visitors Expenditures (\$AUS)	Annual Total Visitors Expenditures (million \$AUS)
Olympic Family	6,500	16	102	10.633
Media	11,750	16	111	20.77
Sponsors	3,300	16	122	6.423
Athletes/VIP's	14,200	16	37	8.373
Spectators	48,750	12+11	79	88.085
<b>Total</b>	<b>84,500</b>			<b>134,391</b>

**Source: NSW Tourism Forecast Council, 1998**

**Note: The estimated average stay for the spectators due to the Olympics is 12 days, while their induced stay is estimated to be 11 days. The Olympic Games last for 16 days.**

The total number of visitors that were going to visit Australia because of the Games during the period 1994-1999 was estimated to be around 20,000, while the prediction during the year 2000 when the Games took place, was 85,000. The most recent to the Games study (NSW, 1997) has predicted an even higher number of 132,000 visitors during 2000. According to the same study, international visitors to Australia would have stayed for a period of more than 16 days during which the Games take place.

The most significant impact upon Australia's tourism is the arrival of international visitors due to the induced demand which is generated by

heightened international awareness of Australia through coverage by the international media of the Games and pre-Games stories. The results of this impact are given in Table 2.5, as predicted by the study of NSW (1997) for each year during the period 1994-2004. The second column describes the annual visitor arrivals if the Games were not held in Sydney. Based on that, the induced demand of the Games was estimated again in yearly basis.

**Table 2.5: Induced Visitors Arrival in Australia because of the Olympic Games, 1994-2004.**

Year	Arrivals without the Olympic Games	Increase due to the Olympic Games (%)	Increase of Visitors (change)	Average Stay in Hotel Overnights	Total Hotel Overnights due to the Olympic Games
(1)	(2)	(3)	(4)	(5)	(6)
1994	3,354,000	1	33,540	22	737,900
1995	3,771,000	2	75,420	22	1,659,200
1996	4,220,000	3	126,600	21	2,658,600
1997	4,676,000	4	187,040	20	3,740,800
1998	5,179,000	5	258,950	20	5,179,000
1999	5,699,000	5	284,950	20	5,699,000
2000	6,299,000	5	314,950	19	5,984,100
2001	6,761,000	5	338,050	19	6,423,000
2002	7,219,000	4	288,760	19	5,486,400
2003	7,581,000	3	227,430	19	4,321,100
2004	7,960,050	2	159,201	19	3,024,800

**Source: NSW Tourism Forecasting Council, 1998.**

In the same table, column 4 gives the number of extra visits for each year between 1994 and 2004, while column 3 shows the different percentage rates of the increase in visits caused by the Games. One year after the Games the number of visitors will be at its highest level, mostly due to the heightened awareness for Australia caused by the Games the previous year.

The same study predicts that 55% of the hotel nights will take place in New South Wales, 22% in Queensland, 12% in Victoria, and the rest in the remaining five states of Australia. In general, all states experienced an increase in international arrivals, although numbers have been much different from state to state.

Sydney's hotel sector preparations, according to the IOC's requirements, have started as early as the city's announcement of hosting the 2000 Olympic Games. Thus, the Australian tourist product in terms of hotel and other accommodation establishments was highly accredited by the time of the Games. A report on Australian tourism infrastructure (Ryan, 1997) mentions the explosion in the construction of new hotel establishments, mainly in larger

cities such as Sydney and Melbourne, that took place in the late 80's and early 90's and was supported by foreign investment funds mainly coming from Japan. The rise in Australia's hotel infrastructure was followed by a decline, and a new rise due to the event of the Olympics.

Two years before the Games, the broader region of Sydney had approximately 25,000 hotel rooms. By the year 2000 the construction of new four and five star hotels has raised that number by 10,000. According to a research carried by Dean Dransfield & Co (also see Ryan, 1997), by the year 2000 the total supply of hotel nights has been estimated around 8 million and the expected demand from both domestic and international visitors in 5.5 million.

In order to satisfy the high demand for hotel rooms during the peak season of the Games, SOCOG started a revolutionary program of alternative accommodation supply, called Residential Accommodation Program. The program added approximately 20,000 beds by providing visitors with either rooms in residential houses or whole apartments.

Finally, following the successful example of Barcelona, SOCOG hired 15 cruise ships that added another 5,000-7,000 beds.

An analysis on the impact of the 2000 Olympic Games on Sydney's hotel market by Jones Lang LaSalle Hotels following the Games provides significant findings regarding the rise on Sydney's hotel sector. Some of the most interesting are:

In terms of hotel supply measured by room nights available (RNA):

- Sydney, like most previous host cities, has recorded an increase in RNA by 20%,
- Sydney, recorded a considerable increase in RNA during the Olympic year,
- Sydney, like Seoul and Los Angeles, will record a contraction in RNA in the year after the Games due to the planned extraction of rooms around the Kings Cross area,
- Sydney, unlike other host cities (led by Seoul and Barcelona); will not record an increase in RNA during the second year after the Games as there is no new development under construction to outweigh the declines.
- The above suggests that on a supply side of equation, the Sydney hotel sector will be comparatively healthy in the future.
- In terms of hotel demand measured by room nights demanded (RND):
- Sydney, like Seoul and Atlanta, recorded an increase in RND in the year prior to the Games,

- Sydney, like all previous host cities, recorded an increase during the Olympic year,
- In the year after the Games, the Tourism Forecasting Council had not predicted a decline in RND, as recorded in all previous host cities (with the exception of Atlanta),
- Sydney is expected, like most previous host cities, to record an increase in RND during the second year after the Olympics.

The above figures and findings can only show a part of the substantial benefits from Sydney's hosting of the 2000 Games. However, many of these benefits are still unrealized and the passage of time will make it more difficult to attribute to the Games. Thus, it would only be possible to measure the maturing of the Australian tourism industry and the broader notion of "Brand Australia". Up till now the highlights of this effort have been the following findings:

- The Games have generated up to \$6.1 billion worth of publicity and global awareness of "Brand Australia" and accelerated the development of its profile by 10 years,
- The attraction of more than 110,000 Games-related international visitors,
- between 1993, when Sydney was announced as the host of the 2000 Olympic Games, and 2007, over \$1.2 billion in conference and events business has been attracted to Sydney,
- 44% of visitors rated Customer Service in NSW as 9 or 10 out of 10,
- In 2000, Sydney hosted a record 49 international meetings, making it one of the world's top five convention destinations,
- On average, some 1.783 people visited the Sydney Media Centre each day during the Games,
- During September 2000, the main page of the media site "<http://www.tourism.nsw.gov.au>" [www.tourism.nsw.gov.au](http://www.tourism.nsw.gov.au) received almost 5,000 enquiries.

Because of the Games, the Australian Tourist Commission (ATC) and Tourism NSW, has spent significant money and energy to leverage the publicity and attention from the Games. Many of the programs that were put into action to serve this leveraging effort would not have occurred if the Games didn't take place. Thus, the Olympics accelerated the growth in Australian tourism through:

- The increase in visits to Australia by Olympic athletes, officials and spectators,

- The boost in promotional activities for Sydney and Australia, leading to increased media coverage, interest and ultimately tourism and business visitors,
- Preparation of the industry, particularly through increased capacity.

### **2.3 Conclusions - Suggestions**

The above review on the Olympic impact upon the tourism product of the previous host cities of Barcelona and Sydney leads to the following conclusions regarding the induced demand caused by the Olympics:

- According to previous Olympic Games impact studies the number of international arrivals in host cities during the Olympic year do not experience a dramatic increase as it is most often expected.
- The experience of previous host cities has shown that international arrivals in host cities are recording gradually an increase after the Games (see also Sparrow, 1991).
- A usual negative effect of the Games upon the tourism of a host city is a significant downturn in international and domestic arrivals during the Olympic year because of the perceived congestion accompanying the event.
- The event of the Olympics is responsible for the global awareness, and hopefully for the positive image, of the host city and country. The marketing and publicity that surrounds the host destination before, during, and after the Games can potentially influence the visitor demand. This effect has been referred as the ‘halo’ effect.
- The history of previous Olympic Games host cities has shown that in most cases the tourist demand during the Games has been overestimated. Numbers of visitors in the city of Los Angeles in 1984 showed that although the officials expected 625,000 visitors, only 400,000 actually visited the town. In 1992, Barcelona had 1,874,734 visitors (staying in up to five stars hotels) while the visitors in the year 1991 were 1,727,610, proving that the impact of the Games was again rather weak (Brunet, 1993).

The induced demand caused by the Games, in terms of international and domestic visitor arrivals, is very important for the hotel sector of a host city. Therefore the city’s/country’s officials and hotel managers/marketers should work towards a well coordinated policy that will help the hotel sector capitalize on the Games and avoid the potential traps of negative effects such as the displacement effect. Some of the strategies for a propitious hotel development before, during, and after the Games are the following (Getz, 2003):

1. Optimize facility development in order to avoid the risk of creating over-supply. Existing or adapted accommodation facilities should be fully utilized while new and improved hotel infrastructure should be created in relation to the actual and future demand for hotel beds that the Games are expected to induce.
2. Create a positive image for the hotel infrastructure and combat potential negative publicity, especially during the period surrounding the event when the attention on hotel establishments is heightened and the closest competitors (neighboring countries or other hosts of important events that will attract tourism) will try to create a negative image for the event and/or the host destination. A rule of thumb in this case of is to provide officials, VIPs and media people with credible information and highly accredited accommodations and facilities.
3. Extend the life-cycle of the tourist product in terms of hotel supply by making use of the post-Games legacies. Hoteliers can retain customers and induce demand through specific corporate programs and promotional offers that will capitalize on the legacy of the Olympics. Thus, coordination with national and international travel groups that offer post-Games related travels is essential.
4. Coordinate and control the effort to combat price gouging surrounding the period of the Games.
5. Offer high-value packages in order to attract quality and high-yield visitors, rather than large volumes. If properly exploited, the publicity and legacies of the Games can accelerate high quality demand for the hotel sector before and mainly after the Games. Therefore, the hotel sector of the host city and country should focus through target marketing on other events, such as conferences, trade shows, consumer shows, and educational symposia.
6. Combat displacement effects through sustained information, combat price gouging, and image-making campaigns. By doing so, potential visitors' intention to travel will be enhanced, and regular visitors (such as business travelers, friends and relatives) will be encouraged to keep up with their travel and visit patterns. Time-switchers (mostly residents) will also feel the need to substitute external trips for attendance, realizing the uniqueness of the event.



## **CHAPTER 3: Olympic hotel demand**

### **Introduction**

According to the macroeconomic analysis, the impact of hallmark events like the Olympics is referred as a positive demand shock for the economy of the host country. Tourism is the sector of a host country's economy that experiences the direct impacts of a hallmark event. A positive effect of the Olympic Games upon a host country's tourism product is the increased demand for hotel accommodations; especially during the period the Games take place.

The Olympics are a complicated and extremely cost-efficiency dependent mega project. The demand for hotel accommodations can be viewed as one of the main inputs during the evolution of its life-cycle. The hotel demand starts with the announcement of the host city and practically terminates when the Games are over. However, the post-Games induced demand for the hotel product can last for several years, generating significant income effects in the economy of the host country. The aim of this chapter is to examine the impact of the 2004 Olympic Games upon the Greek tourism demand in general and secondly upon the hotel sector in the broader region of Athens and Attica (see also appendix 18 for the studied area orientation).

According to a case study examining the global growth of the tourism industry, the tourism demand within the next 15 years will record an increase by 3.5% on a yearly basis world-wide (pessimistic assumption), or by 4.5% (optimistic assumption). The predictions for Greek tourism tends to be more favorable in terms of demand and arrivals, compared to the aforementioned global tourism trends; essentially meaning that increased tourism and hotel demand should be expected by all means, with or without the Olympic Games in 2004 (Pavlopoulos, 1998).

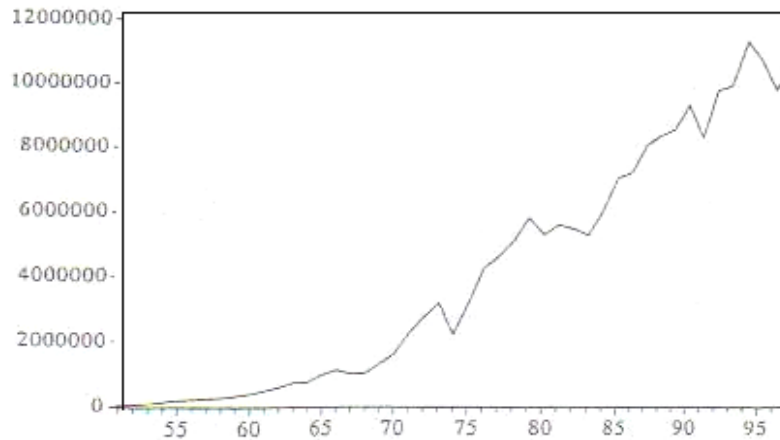
However, the Olympic Games are expected to have their own positive and long lasting effect upon the Greek tourism demand; an effect that would be easier to evaluate if we raise the question of what would have happened if the 2004 Olympics had been awarded elsewhere. The difference between the hotel demand without the Games and the hotel demand with the Games will define the actual impact of the Olympics on the Greek hotel sector. The following sections present the findings of an impact analysis study (ITEP, 1999) developing those different scenarios. The direct impact of the Olympics upon the hotel demand as well as the induced demand of the Games, are also presented in order to further estimate in chapter five the potential needs in additional hotel accommodations.

### 3.1 Predictions for the Greek hotel demand without the Olympic Games.

The underlying impact study carried by the Greek tourism authorities (ITEP, EOT), provides predictions for the tourism demand in Greece for the period 1998-2011. Due to this remarkably long-standing time period, which constitutes a skid for the measurement of the tourism demand, the study's predictions were based on historical evidence of previous impact studies (ESYE,1997), instead of some macro-economic model whose variables, such as income, cost of travel, etc, are difficult to predict.

Figure 3.1 presents the Greek tourism (and hotel related) demand in terms of foreign tourist arrivals for the period between 1951 and 1997. As shown, the tourism demand has been experiencing a constant increase since 1950, with 40,000 arrivals in 1951, 500,000 in 1961, 2.3 million in 1971, 5.6 million in 1981, and 8.3 million in 1991, reaching the 10.5 million arrivals in 1997 (ESYE,1997).

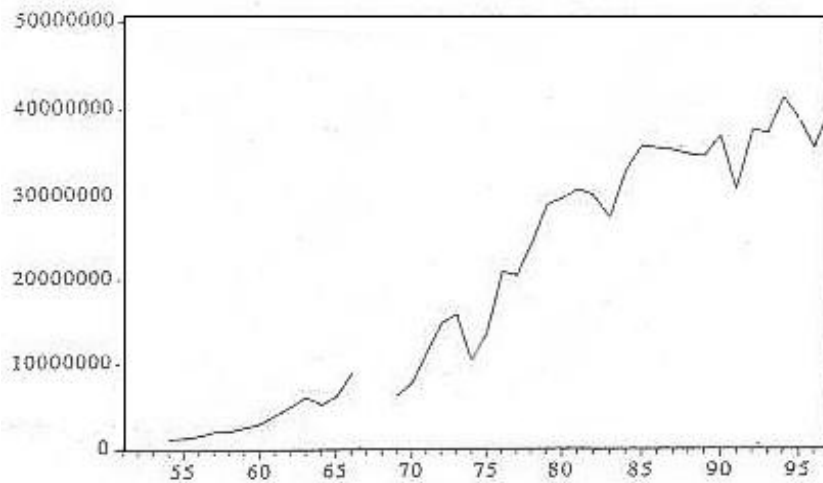
**Figure 3.1: Foreign Tourist Arrivals in Greece, 1951-1997**



(Source; ESYE, 1999)

Proportional to the increase of foreign tourist arrivals was also the increase of foreign tourist hotel overnights, as shown in Figure 3.2. From 1.3 million in 1954, the demand for hotel overnights raised by 3.9 millions in 1961, 30.7 millions in 1991, and 40 millions in 1997 (ESYE, 1997). The most logical assumption arising from the above numbers is that this trend will continue at this rate, thus the tourism and hotel demand will continue to increase; an assumption comprising the basis for high tourism and hotel demand expectations even without the Olympics.

**Figure 3.2: Foreign Tourist Hotel Overnights in Greece, 1951-1997**



(Source; ESYE, 1999)

This constant increase of tourists' arrivals and hotel overnights in Greece is also appraised in Table 3.1, inspecting the tourists' overnights in Greek hotels.

**Table 3.1: Overnights spent by Greek and foreign tourists in Greek hotels**

	Hotel Overnights (in thousands)					Variation (%)			
Year	1996	1997	1998	1999	2000	96/97	97/98	98/99	99/00
Month									
January	868	947	1,006	1,066	1,083	9.12	6.22	6.00	1.61
February	928	934	999	1,060	1,153	0.57	7.00	6.11	8.75
March	1,250	1,370	1,273	1,449	1,482	9.56	-7.4	13.77	2.36
April	2,766	2,822	2,906	2,865	3,120	2.03	2.95	-1.41	8.93
May	5,259	5,923	6,229	6,618	6,662	12.63	5.17	6.24	0.67
June	6,405	7,076	7,530	8,342	8,364	10.46	6.42	10.78	0.26
July	7,965	9,003	9,873	10,724	10,693	13.03	9.66	8.62	-0.29
August	9,551	10,879	11,662	11,805	12,241	13.90	7.20	1.23	3.69
September	6,994	7,822	8,224	8,756	8,876	11.85	5.14	6.47	1.36
October	4,114	4,420	4,641	5,234	5,296	7.44	4.99	12.79	0.67
November	1,032	1,113	1,176	1,245	1,239	7.85	5.62	5.89	-0.52
December	813	1,056	1,031	1,093	1,120	29.91	-2.4	6.02	2.49
Total	47,946	53,364	56,549	60,257	61,303	11.30	5.97	6.56	1.74

Source: ESYE, 2000.

Tables 3.1a and 3.1b divide hotel overnights in the categories of Greek and foreign tourists, so that a better evaluation of the hotel demand can be achieved.

**Table 3.1a: Greece's Hotel Overnights spent by Greek Nationals**

Year Month	Hotel Overnights (in thousands)					Variation (%)			
	1996	1997	1998	1999	2000	96/97	97/98	98/99	99/00
January	635	696	749	782	811	9.51	7.70	4.42	3.59
February	662	657	717	747	820	-0.84	9.13	4.24	9.71
March	729	782	785	888	943	7.31	0.37	13.13	6.18
April	952	1,120	1,119	1,036	1,154	17.71	-0.09	-7.43	11.34
May	848	1,006	1,052	1,148	978	18.70	4.60	9.12	-14.9
June	1,019	1,075	1,144	1,104	1,242	5.44	6.45	-3.48	12.45
July	1,802	1,799	2,055	2,167	2,145	-0.13	14.18	5.48	-1.01
August	2,496	2,590	2,657	2,690	2,660	3.76	2.59	1.23	-1.12
September	1,147	1,239	1,351	1,300	1,350	8.05	9.03	-3.82	3.92
October	867	885	827	981	943	2.06	-6.55	18.67	-3.90
November	702	749	767	793	805	6.76	2.37	3.42	1.56
December	589	775	761	816	817	31.48	-1.73	7.26	0.06
Total	12,448	13,373	13,985	14,454	14,667	7.43	4.57	3.35	1.47

**Source: ESYE, 2000.****Table 3.1b: Greece's Hotel Overnights spent by Foreign Tourists.**

Year Month	Hotel Overnights (in thousands)					Variation (%)			
	1996	1997	1998	1999	2000	96/97	97/98	98/99	99/00
January	232	251	256	284	273	8.07	2.12	10.62	-3.87
February	266	277	282	313	333	4.08	1.96	10.85	6.48
March	522	588	489	561	540	12.70	-16.90	14.79	-3.69
April	1,814	1,702	1,786	1,829	1,967	-6.20	4.95	2.37	7.56
May	4,411	4,917	5,177	5,469	5,685	11.47	5.28	5.65	3.94
June	5,386	6,001	6,386	7,238	7,122	11.42	6.42	13.33	-1.6
July	6,164	7,204	7,818	8,557	8,548	16.88	8.53	9.45	-0.1
August	7,055	8,289	9,005	9,115	9,581	17.49	8.64	1.23	5.11
September	5,847	6,583	6,873	7,457	7,525	12.59	4.41	8.49	0.92
October	3,247	3,535	3,814	4,253	4,326	8.88	7.88	11.52	1.72
November	331	364	409	452	433	10.16	12.32	10.52	-4.10
December	223	281	269	276	303	25.77	-4.06	2.51	9.69
Total	35,498	39,992	42,565	45,803	46,636	12.66	6.43	7.61	1.82

**Source: ESYE, 2000.**

From the tables given above, it can be primarily seen that despite some declines in the hotels' tourist overnights, the Greek hotels are generally experiencing a gradual increase in their room capacity. In total numbers, the Greek hotels are witnessing an on-going increase in their occupancy rates, from both Greek and foreign tourists. Moreover, Table 3.1a reveals that Greek tourists constitute a reliable market, which keeps on increasing its occupancy rates, lower than the foreigners' market and slowly, yet in a stable way. The foreigners' hotel overnights, as shown in Table 3.1b, are increasing to a larger extent than these of the Greeks', yet it can be defined as an expected outcome; no matter the destination country, a happy foreigner will bring more new tourists next year, unlike to what the local tourist can offer.

Another finding of the underlying study (ITEP, 1999) comes across a remarkable contrast; although the tourism arrivals and hotel overnights have increased in the whole of Greece, the subsequent trend in terms of tourist arrivals for Attica and Athens is negative (Table 3.2).

**Table 3.2: Attica's International Tourist Arrivals in Hotels, 1980-1997**

Year	Arrivals in Greece (in thousands)	Arrivals in Attica (in thousands)	Arrivals in Attica (%)
1980	5,271	2,129	40
1981	5,557	2,169	39
1982	5,463	2,071	38
1983	5,258	1,930	37
1984	6,027	2,277	38
1985	7,039	2,300	33
1986	7,200	1,829	25
1987	8,053	2,021	25
1988	8,351	2,025	24
1989	8,541	2,048	24
1990	9,310	2,075	22
1991	8,271	1,474	18
1992	9,756	1,871	19
1993	9,913	1,905	19
1994	11,302	1,874	17
1995	10,712	1,732	16
1996	9,782	1,642	17
1997	10,588	1,879	18

**Source: ITEP, 1999. p.61**

The 2.1 million arrivals in 1980 were reduced to 1.5 million in 1991, and then rise again to 1.9 million in 1997. Essentially, the arrivals' initial proportion of

40% was reduced to 18% in 1997. The tourists' hotel overnights followed the same trend (see Table 3.3), and were also reduced from 7.8 million in 1980 to 4.2 million in 1991, reaching finally the 4.8 millions in 1997, with a proportion of 26% in 1980 being reduced to 12% in 1997 (ITEP, 1999).

**Table 3.3: Attica's International Tourist Hotel Overnights, 1980-1997**

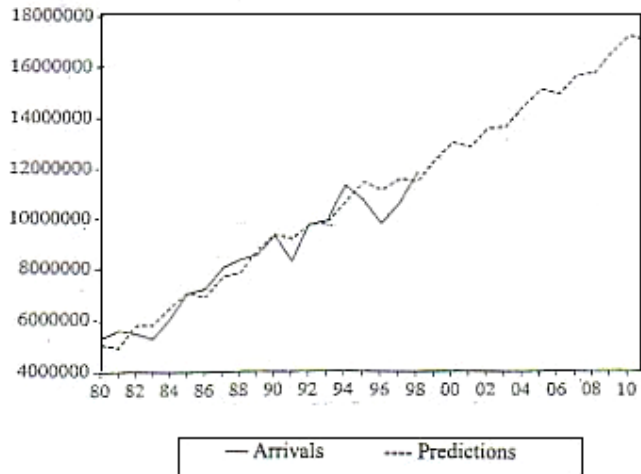
Year	Hotel Overnights in Greece (in thousands)	Hotel Overnights in Attica (in thousands)	Hotel Overnights in Attica (%)
1980	29,597	7,769	26
1981	30,623	7,323	24
1982	29,955	6,937	23
1983	27,269	6,624	23
1984	32,822	7,309	22
1985	35,710	6,050	17
1986	35,450	5,762	16
1987	35,220	6,162	17
1988	34,779	6,022	17
1989	34,518	6,038	17
1990	36,935	5,905	16
1991	30,740	4,195	14
1992	37,553	5,061	13
1993	37,198	5,031	14
1994	41,200	5,005	12
1995	38,772	4,431	11
1996	35,498	4,206	12
1997	39,992	4,834	12

**Source: ITEP, 1999, p.62**

The predictions of the study (ITEP, 1999) for the examined period 1998-2011 were made based on the time-series method of Holt-Winters. The development of any other macroeconomic model that could adapt the impact of the Olympic Games in its prediction technique was not favorable due to the lack of credible data concerning the peripheral zones of Attica.

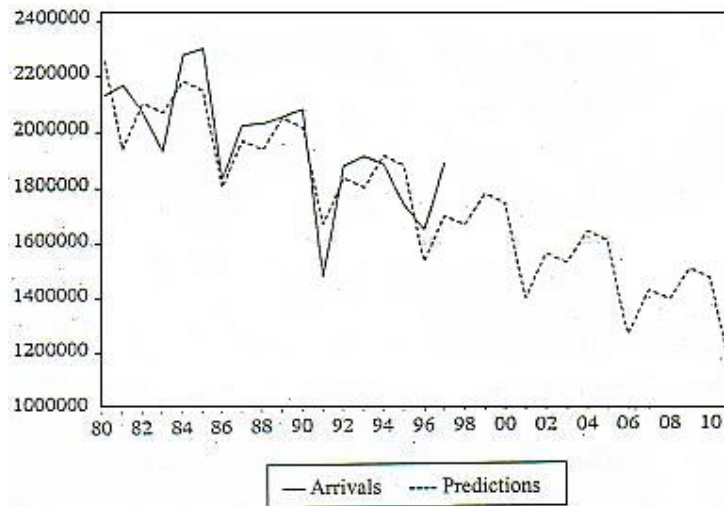
The predictions for both the tourist arrivals and hotel overnights in Greece and Attica (including Athens) without the Games are given in Figures 3.3 and 3.4. The estimated arrivals to Greece for the year 2004 are 14.4 million tourists, reaching the 17 million in the year 2011. Based on the same model, the estimated arrivals to Attica will record a decline from 1.7 million overnights in 1997, to 1.6 million in 2004, and to 1.1 million arrivals in the year 2011 (ITEP, 1999).

**Figure 3.3: Tourist Arrivals in Greece without the Olympic Games, 1980-2011**



(Source; ESYE, 1999)

**Figure 3.4: Tourist Arrivals in Attica without the Olympic Games, 1980-2011**



(Source; ESYE, 1999)

In summary and according to the estimations of the above underlying impact study, it seems that while the tourism demand will continue to be in high levels for the city of Athens, as well as for the whole of Greece, with or without the Olympic Games, the demand in the district of Attica will apparently experience a gradual decrease, for which the Olympics will act as a significant antidote. It is expected that the Olympic Games will incontrovertibly boost the tourism demand in the whole of Greece and every Olympic area. However, it is

ascertained from the above that Athens will apparently not benefit from the Games as much as the region of Attica since its tourism flow would by all means continue to be stable and increasing.

## **3.2 Predictions for the Greek hotel demand with the Olympic Games**

Predictions for the impact of the Olympic Games upon the tourism demand in Greece, the region of Attica, and Athens, are presented in another case study by Loufir-Papanastasiou (1999). In cross-reference to the findings of the previous examined study (ITEP,1999), the research conducted in the aforementioned case study, presented in this part of the chapter, evaluates the tourism and hotel demand before, during, and after the Olympic Games for the triptych of Athens, Attica, and Greece.

Loufir and Papanastasiou (1999) have gathered statistical data from both EOT and ESYE, out of which two scenarios have been developed. The first scenario was developed by using the tourism data of the average monthly arrivals from January 1984 to July 1997, so as to predict the tourism demand until December 2009 without the Games. The second scenario was developed by using the variables of the tourism arrivals and overnights for both Greek and foreign tourists, in the hotels of Athens, Attica and Greece, so as to illustrate the effect of the Olympics upon the tourism demand (Loufir-Papanastasiou, 1999).The second scenario, to which this part of the chapter is related, will be analyzed below.

### **3.2.1 Tourist Arrivals and Hotel Overnights in Greece**

The scenario developed by Loufir and Papanastasiou (1999) refers to the time period 2003-2009. According to the authors, 4,656,817 people will visit Greece in 2003, specifically motivated by the preparations of the 2004 Olympics; 47% of the arrivals will be national and 53% international. In 2009, the proportions for the estimated 4,125,333 visitors become 35% and 65% respectively. The average rate of annual tourism increase for the years 2003-2009 will be 3% (331,608 visitors in total, 6.7% (foreign visitors) and -1.8% (-88,580 locals).

Concerning the tourists' hotel overnights, national visitors will generate 24% of the overnights in 2003, and international visitors 76%, whereas in 2009, national overnights will account for 15% and the internationals overnights for 85% (Loufir-Papanastasiou, 1999).

The above estimates suggest that the Olympic Games will motivate the hotel demand in the whole of Greece, spreading their multiplier effect throughout the country. It should be noted that the Games are expected to attract visitors coming from distant countries to Greece, as it is granted that most of the



expected international visitors will come from the same continent in which Greece stands.

### **3.2.2 Tourist arrivals and Hotel Overnights in Attica**

The relevant estimations for the region of Attica highlight that the 39% of the tourist arrivals in 2003 will be national and the remaining 61% will be international, a balance that in 2009 is estimated to be 34% and 66% respectively. The average rate of the annual increase during 2003-2009 for all visitors is 2.8%; 2.8% for national and 4.4% for international visitors.

Hotel overnights are expected to be high, counting for a 38% proportion coming from the national market in 2003, a number that will be reduced to 32% in 2009. The share for the international overnights accounts for 62% and 68% correspondingly. The yearly rate of development from 2003 to 2009 is expected to be 4.4%; 6.0% for international visitors, and 1.4% for national visitors.

The above suggests that tourist demand in terms of tourist arrivals will be enhanced because of the Games. As for the number of hotel overnights, especially the international, there will be an obvious and spectacular increase due to the Olympics.

The collective statistical data for the period 1996-2001 (appendix 1, 2 and 3) shows that the 63.2 % of the total hotel overnights spent in Attica are foreign visitors while the remaining 36.8 % are Greek nationals. For the same period, the average annual increase rate for all visitors is 5.2%; 8.1% for national and 2.3% for international visitors.

### **3.2.3 Tourist Arrivals and Hotel Overnights in Athens**

In the year 2003 according to the underlying scenario, 38% of tourist arrivals in the city of Athens will come from national visitors and 62% from abroad, while in 2009 the proportion will be 36% and 64% correspondingly. During 2003-2009, the yearly average rate of increase in total will be 7.8% (168,124 visitors), essentially meaning 6.7% (53,000) for national and 8.5% (115,064) for international visitors.

Additionally, the hotel overnights generated by national visits in 2003 are estimated to be 37% and 39% in 2009, whereas the international equivalent hotel overnights are expected to be 63% and 61% respectively. Furthermore, the alike average analogy of the annual development comes to 6.2% (367,862 hotel overnights) in total; 6.9% for national and 5.8% for international hotel overnights (Loufir-Papanastasiou, 1999).

The most recent statistical data for the period 1996-2001 (appendix 1, 2 and 3) shows that 66.9 % of the total hotel overnights in the city of Athens have been generated by foreign visitors and the rest 33.1% by national visitors. Additionally, the annual increase rate of the hotel overnights spent by all

visitors for the period 1996-2001 is 2.1%, 3.4% for national visitors, and 0.8% for international visitors. The above available statistical data shows that although the shares of international and national hotel overnights for the city of Athens match the predictions of the underlying scenario (Loufir-Papanastasiou, 1999), the annual increase rates are quite different for both the national and international visitors' hotel overnights.

### **3.2.4 Conclusion**

According to the scenario referring to the future tourism and hotel demand without the Olympic Games, it was shown that tourism flows would record a slow but steady increase for Greece in total, but would decline for the region of Attica and Athens. This presumption indicates that the life-cycle of the Greek tourist product is going through a phase of maturity. That means that sporadically negative effects, such as declines of tourism flows in certain regions, are expected in the years to come.

On the other hand, as shown above, the Olympics will invert this negative situation for the region of Attica and Athens as they will stimulate tourism and generate induced demand through the heightened awareness that the Games will have for the city of Athens.

The most important issue that the Greek tourism officials have to face is the hotel demand shock that is expected during the Olympic Games. The next chapter will provide information on the present hotel supply reality in Athens so as to estimate the impact of the Olympics in the Athenian hotel sector.

### **3.3 Hotel demand during the Olympic Games.**

The direct impact of the Olympic Games upon the international tourism demand refers to the arrival of all the visitors who are related to the Games; arrivals that take place before and during the Games. This type of Games-related demand is common for all the Olympiads and depends on the number of the Olympic Sports that have been steadily increased to 28 today. The estimation of the Games-related demand is very important for the planning of the accommodations arrangements on behalf of the OCOG; however, the impact from such demand upon the national tourism product is comparatively small. In addition, the estimation process includes the impact from arrivals of visitors that are related to the Cultural Olympiad and the Paralympics Games. Table 3.4 provides information on the Games-related international visitors to Athens for the period 1998-2003.

**Table 3.4: Arrivals of Games-related International Visitors, 1998-2003**

Year	Number of Visitors	Types of Visitors
1998	500	Members of the IOC and other Sports Federations
1999	1,000	Members of the IOC and other Sports Federations
2000	1,500	Members of the IOC and other Sports Federations
2001	3,000	Members of the IOC and other Sports Federations, Sponsors, Athletes, Spectators
2002	6,000	Members of the IOC and other Sports Federations, Sponsors, Athletes, Spectators
2003	12,000	Members of the IOC and other Sports Federations, Sponsors, Athletes, Spectators
<b>Total</b>	<b>24,000</b>	

**Source: ITEP, 1999.**

The most significant of the Games-related visitors are the members of the IOC that will repeatedly visit Athens in order to control and be informed of the Games preparations' progress. Another category of visitors that is considerably important for accommodations' planning, are the members of the national sport federations that will frequently visit Athens for inspections of sports areas and facilities. A third category includes the athletes, whose visits will keep increasing as we come closer to the period of the Games. Finally, another category includes the international sponsors and, directly related to them, the media representatives. The expected arrivals of international visitors during the Olympic year because of the Games are presented in Table 3.5

**Table 3.5: Arrivals of International Visitors for the Olympic Games, 2004**

Types of Visitors	Number of Visitors
Olympic Family	6,500
Media	12,000
Sponsors	4,000
Athletes/ VIP's	15,000
Spectators	50,000
Total	87,000

**Source: ITEP, 1999.**

The expected number of Olympic Games visitors in Greece during the period 1998-2004 is 111,000, a comparatively small proportion of the total number of visitors that will visit Greece because of the expected demand that the Games

will induce. Estimations regarding the induced demand of the Games are given in the following part of the present chapter.

### **3.4 Induced demand**

Probably, the most important impact of the Olympic Games upon the tourism and hotel sector of Athens and Greece is the induced demand caused by the Games. Estimations of this demand are presented in the same study from ITEP (1999) on the impact of the Games upon Greek tourism. The findings of the study presented here are in terms of arrivals for the whole of Greece. Based on three scenarios, these findings are further used so as to estimate the potential tourist arrivals in Athens and Attica. In chapter 5, the arrivals caused by the induced demand in relation to the estimated average stay, will shape the needs for hotel accommodations in Greece and Athens.

#### **3.4.1 Impact of the induced demand upon the Greek tourism**

In order to accurately estimate the induced demand of the Games, ITEP (1999) estimates tourist arrivals to Greece based on three scenarios. The first scenario concerns only the arrivals caused directly by the Games and assumes that the induced demand will have a very small effect.

The second scenario, which is more likely to occur, assumes that there will be a gradual increase and decrease in the induced demand during the years surrounding the Games.

The third scenario assumes a small increase in the induced demand before and during the Games, followed by a greater increase for two years after the Games, and a decline in the following years until 2011.

##### *1<sup>st</sup> Scenario*

Table 3.6 presents estimations of the first scenario for the induced demand in terms of tourist arrivals. This scenario is referred as the most pessimistic and is less likely to happen. However, it could quite possibly occur, if Greece fails to leverage the Games for tourism, or, if global political or economic instability were to have negative effects on world tourism.

According to this scenario, during the examined period 1998-2011, the induced visits in Greece because of the Games would only be 1.2 million. On average, the yearly impact of the Games is estimated to be 90.000, with a standard deviation of 67,000 visitors.

**Table 3.6: Induced & Total International Arrivals, 1998-2011 (1<sup>st</sup> Scenario)**

Year	Without the Olympics	Induced Arrivals (%)	Number of Induced Arrivals	Games-related Arrivals	Total
1998	11,461,917	0.1	11,462	500	11,473,879
1999	12,311,918	0.1	12,312	1,000	12,325,230
2000	12,991,196	0.1	12,991	1,500	13,005,688
2001	12,800,307	1	128,003	3,000	12,931,310
2002	13,541,559	1	135,416	6,000	13,682,975
2003	13,625,125	1	136,251	12,000	13,773,376
2004	14,407,501	1	144,075	87,000	14,638,576
2005	15,086,779	1	150,868	0	15,237,647
2006	14,895,890	1	148,959	0	15,044,849
2007	15,637,142	1	156,371	0	15,793,514
2008	15,720,708	1	157,207	0	15,877,915
2009	16,503,084	0.1	16,503	0	16,519,587
2010	17,182,362	0.1	17,182	0	17,199,545
2011	16,991,473	0.1	16,991	0	17,008,464
Total			1,244,592	111,000	

**Source: ITEP, 1999.**

### *2<sup>nd</sup> Scenario*

The second scenario, described in Table 3.7, appears the most likely to happen and presumes that the induced demand would record an increase up to one year after the Games and then will gradually decrease that will reach the 1% in 2011. In total, the induced demand for the period 1998-2011 would reach the 6 million arrivals. In average, 440,000 visits will be induced each year with a standard deviation of 222,000 visits.

**Table 3.7: Induced & Total International Arrivals, 1998-2011 (2<sup>nd</sup> scenario)**

Year	Without the Olympics	Induced Arrivals (%)	Number of Induced Arrivals	Games-related Arrivals	Total
1998	11,461,917	1	114,619	500	11,577,036
1999	12,311,918	2	246,238	1,000	12,559,157
2000	12,991,196	3	389,736	1,500	13,382,432
2001	12,800,307	4	512,012	3,000	13,315,319
2002	13,541,559	5	677,078	6,000	14,224,637
2003	13,625,125	5	681,256	12,000	14,318,381
2004	14,407,501	5	720,375	87,000	15,214,876
2005	15,086,779	5	754,339	0	15,841,118
2006	14,895,890	4	595,835	0	15,491,726
2007	15,637,142	3	469,114	0	16,106,257
2008	15,720,708	2	314,414	0	16,035,122
2009	16,503,084	2	330,061	0	16,833,146
2010	17,182,362	1	171,823	0	17,354,186
2011	16,991,473	1	169,914	0	17,161,388
Total			6,146,818	111,000	

**Source: ITEP, 1999.**

*3<sup>rd</sup> scenario*

Table 3.8 shows the induced and total international arrivals according to the third scenario, which unlike the second scenario, focuses on the Games' impact for the period 2003-2006 (matching Barcelona's historical evidence). This scenario predicts 6.8 million international arrivals during the examined period (1998-2011), and yearly the average international arrivals according to the same scenario would be 485,000 with a standard deviation of 636,000 visits.

**Table 3.8: Induced & Total International Arrivals, 1998-2011 (3rd Scenario)**

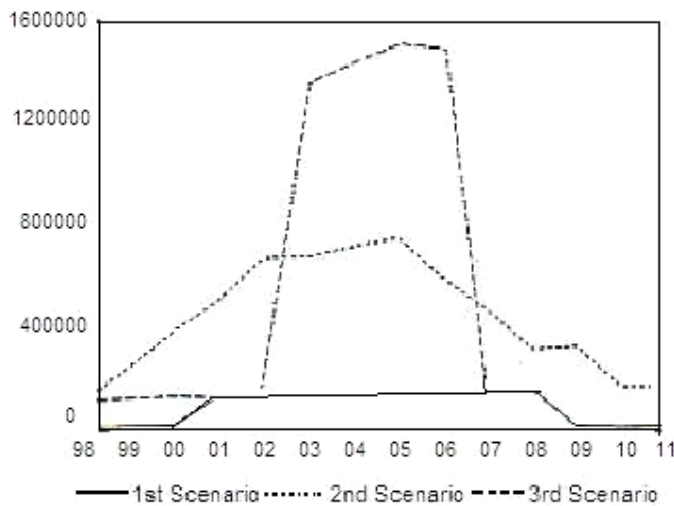
Year	Without the Olympics	Induced Arrivals (%)	Number of Induced Arrivals	Games-related Arrivals	Total
1998	11,461,917	1	114,619	500	11,577,036
1999	12,311,918	1	123,119	1,000	12,436,038
2000	12,991,196	1	129,912	1,500	13,122,608
2001	12,800,307	1	128,003	3,000	12,931,310
2002	13,541,559	1	135,416	6,000	13,682,975
2003	13,625,125	10	1,362,513	12,000	14,999,638
2004	14,407,501	10	1,440,750	87,000	15,935,252
2005	15,086,779	10	1,508,678	0	16,595,457
2006	14,895,890	10	1,489,589	0	16,385,479
2007	15,637,142	1	156,371	0	15,793,514
2008	15,720,708	1	157,207	0	15,877,915
2009	16,503,084	0.1	16,503	0	16,519,587
2010	17,182,362	0.1	17,182	0	17,199,545
2011	16,991,473	0.1	16,991	0	17,008,464
Total			6,796,854	111,000	

**Source: ITEP, 1999.**

The three scenarios are graphically presented in Figure 3.5. The curve that represents the second scenario is much broader than the curve of the third scenario, meaning that during the high demand periods two years before and after the Games, the differentiation between the two scenarios will be very high.

A better understanding of the above is illustrated in Table 3.9 where comparative statistical data is given for all three scenarios. The most significant differentiations involve the second and third scenario. The highest point of the third scenario is double that of the second scenario; 1.5 million and 750.000 respectively. The standard deviation is three times greater; 635.000 for the third scenario and 222.000 for the second scenario.

**Figure 3.5: Comparison of the 3 scenarios**



(Source; ESYE, 1999)

**Table 3.9: Statistical Data of the 3 Scenarios, 1998-2011 (in thousands).**

	1 <sup>st</sup> Scenario	2 <sup>nd</sup> Scenario	3 <sup>rd</sup> Scenario
Total Induced Arrivals	1,244	6,157	6,797
Annual Average Arrivals	89	439	485
Maximum	157	754	1,501
Minimum	11	114	17
Standard Variation	67	222	636

Source: ITEP, 1999.

The above three scenarios for the induced demand in Greece are further used in the underlying study of ITEP (1999) to estimate the impact of the induced demand in the region of Attica (which includes the city of Athens). Additional assumptions-scenarios, regarding the stake of Attica in international arrivals, are raised in the same respect it was done for Greece. These assumptions are presented in the following section.

### **3.4.2 Impact of the induced demand upon the tourism of Attica-Athens.**

As it was shown in previous parts of this chapter, the Olympic Games constitute the biggest chance for Athens and Attica to upgrade its tourism and hotel product. New infrastructure and post-Games publicity will help Athens and the region of Attica to increase its share in the Greek tourism market. Three assumptions were raised in order to predict international arrivals in Athens.



*1<sup>st</sup> assumption* (Athens' stake will be 16%)

The first assumption is that Athens will preserve a stake of 16% of the Greek tourism market, since from a 40% share in the early 80's, it decreased to a share of 16% in the mid 90's.

*2<sup>nd</sup> assumption*

Athens will significantly increase its share of international arrivals and the average share for the period 1998-2011 will be 22%. The average share of Athens in international arrivals during the 90's was 18.22%, reaching at its highest 22.3%.

*3<sup>rd</sup> assumption*

This assumption predicts an increase of Athens' share from 18% in 1998 to 22% in 2004, and a decrease to the initial share of 18% in 2011. The average percentage for the whole period (1998-2011) is 19.6%. The third assumption is regarded as the most prevalent.

Each one of the three assumptions for Athens is combined with the three scenarios for the whole of Greece, thus, the total number of the scenarios for Athens becomes nine. The descriptive statistical data for the range of those scenarios is presented in Table 3.10.

**Table 3.10: Statistical Data covering all possible scenarios for Arrivals in Athens, 1998-2011. (In thousands)**

Scenario for Greece	1st Scenario			2nd Scenario			3rd Scenario		
Scenario for Athens	1st	2nd	3rd	1st	2nd	3rd	1st	2nd	3rd
Annual Average	2,337	2,393	2,401	3,214	3,291	3,301	2,865	2,935	2,949
Maximum Arrivals	2,752	2,777	2,752	3,784	3,818	3,784	3,352	3,485	3,651
Minimum Arrivals	1,835	1,852	1,852	2,524	2,547	2,547	2,065	2,084	2,084
Standard Deviation	287	284	300	394	391	413	449	461	508

**Source: ITEP, 1999.**

According to the present study, the most prevalent scenario regarding the impact of the induced demand upon the international arrivals in Athens is the combined third scenario for Athens and second scenario for the whole of Greece. Based on that, the analysis in chapter five examines the potential needs for extra hotel accommodation during the post-Games tourism period. Before that, it is essential that the Greek hotel supply be appraised and analyzed so as to extract valuable information on the hotel beds offer before, during and after the Games. This information is provided in the following chapter and will be further used in the comparative analysis of chapter five.



## **CHAPTER 4: Olympic Hotel Supply**

### **Introduction**

The previous chapter provided information concerning the evolution of the hotel demand in Greece, Attica and Athens in terms of international arrivals and hotel overnights. Based on the most recent information on the historical evolution of the tourist demand in Greece and Attica, predictions for the period 1998-2011 with and without the Games, have clearly shown that the Olympic impact upon Greek tourism will be positive. The central scenario for the city of Athens, argues that the negative situation in international arrivals for the city of Athens will be diverted.

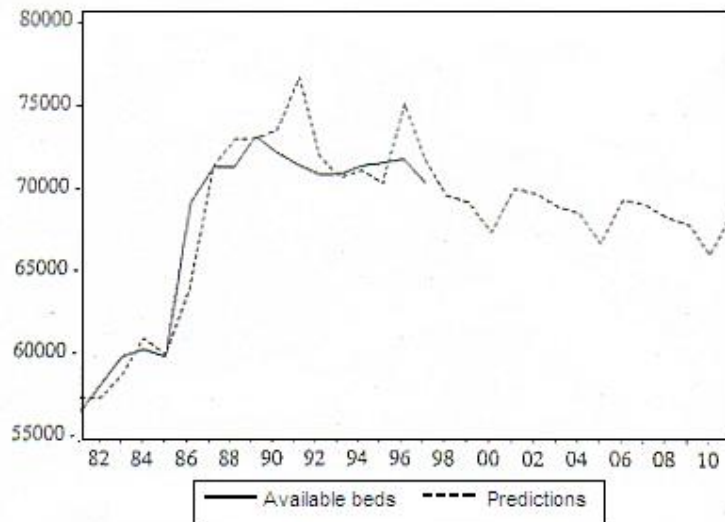
The aim of this chapter is to scrutinize and appraise the Greek hotel accommodation supply so as to analyze further the Olympics' impact upon the hotel sector development. First, based on the impact analysis study by ITEP (1999), predictions for the hotel supply with and without the Games, will estimate the Olympics' impact upon the hotel accommodation supply. The second part focuses on the city of Athens and the region of Attica, providing information on its hotel accommodation infrastructure. The third part raises the issue of whether Athens has the potential to successfully host the Olympic Games in 2004, in terms of hotel accommodation. Finally, part four will appraise the erection of new hotel accommodation caused by the event of the Olympics.

### **4.1 Expected Hotel Supply**

In the previous chapter, the study of ITEP (1999) has been used to exemplify the impacts of the Olympic Games upon the hotel demand in Greece and Athens. The same study will guide the analysis of the Olympic impact upon the expected hotel supply presented in this chapter. The estimation of the expected hotel supply in the case of Athens is a difficult task due to the fact that historical data was only available for the short period of 1981-1997, meaning that ITEP (1999) had only 17 historical evidence pieces of data on which to build an appropriate estimation model. Therefore, instead of any econometric model, the method of Holt-Winters based on available historical evidence, was used to estimate the hotel supply for the period 1998-2011. The findings of this study (ITEP, 1999) are presented in Figure 4.1. The predictions are based on the scenario that Athens will not host the Games in 2004. According to that, the available hotel beds in 2004 will be 68,500, and in 2011 will be 68,750, recording a decline since in 1997 Athens has accounted for 70,000 hotel beds. The logic behind these findings is that the supply of hotel beds will follow the

negative trend that Athens' hotel sector has been experiencing from 1988 until 1997.

**Figure 4.1: Hotel Supply in Athens, 1981-2011**



(Source: ITEP, 1999)

Another scenario for the examined period 1997-2011 assumes that Athens will preserve the 12% share of the total hotel beds in Greece; a share that Athens used to have in 1997. According to this scenario the rate of hotel development in Greece will raise the number of hotel beds, in 1997 to 580.000 hotel beds, in 2004 to 700.000 beds, and in 2011 to 830.000 beds. Correspondingly, hotel beds in Athens will account for 12% of the above totals for the whole of Greece. In this respect, in 2004 Athens will have 85,000 hotel beds and 100,000 hotel beds in 2011. This scenario results in estimations that are 30% higher than the estimations made on the basis of the scenario that Athens will not host the Games in 2004.

A third approach assumes that between 1997 and 2011 the hotel sector in Athens will experience an increase similar to that of Barcelona's hotel sector during the period 1985-1997. According to this approach, the available hotel beds will rise from 70.000 in 1997, to 101.000 in 2004, and 103.000 in 2011.

As seen above, the second scenario (12% of total beds in Greece) and third scenario (Barcelona's experience) provide almost similar results (100.000 hotel beds in Athens) for the year 2011. However, according to the 'Barcelona' scenario for the year 2004, the hotel investment in Athens seems to take place earlier than it is expected in the second scenario, since the hotel beds would be 101.000 compare to the 85.000 beds predicted by the second scenario.

In order to estimate the potential needs for additional hotel beds, further in chapter five, the 'Greek' scenario (12% share) for the hotel supply will be adopted, as it is based on the historical trends of Greece's hotel sector.

## **4.2 Hotel Infrastructure**

Research among foreigners interested in witnessing the Games, has revealed that 33% will not visit Athens, unless their accommodation is guaranteed; 58% prefer to stay in Athenian hotels, or at least in lodgings close to the Olympic sports halls; 22% prefer to stay in hotels with four and five stars; 43% have no problem in staying in lower category quarters, provided that they will be located within the city and not in the outskirts (Theodoridis, 2002). The findings of this research highlight the importance of providing adequate accommodation to Olympic visitors and tourists during the Games.

According to the aforementioned study of ITEP (1999), hotel rooms and accommodation establishments in the broader region of Attica have been experiencing a decline for two reasons. First, the number of hotels has been reduced by 24, during 1989-1997, and second, the hotel establishments in Attica are less modern than the hotel establishments in the rest of the country. In 2001, Greece's hotel capacity accounted for 8,168 hotel units with 597,855 beds in total. Furthermore, there are 27,435 other tourism accommodation units, such as hostels, and rooms to rent, with a capacity of 414,916 beds. The size of the hotel units and the classification per category (30.9% belong to the AA and A' category; 24.5% to the B' category and the rest 44.6% in lower categories) fit entirely with the local tourism conditions of the areas they are situated (Lambrou, 2001).

The greater district of Attica counts numerous hotels of different capacities and qualities that in 1997 accounted for 70,000 hotel beds; a 12% of the total 577,000 available hotel beds in Greece. This number is expected to rise and reach the 85,000 hotel beds by the year 2004, and 100,000 by the year 2011 (ITEP, 1999). A major issue concerning the hotel development that will result from the Olympic Games is whether or not Attica and Athens have the hotel capacity to provide top quality hospitality to the members of the IOC and other high status visitors, and whether it will be able to provide with adequate accommodation the rest of the Olympic visitors and tourists. In addition, from a long-term perspective, the Games are expected to generate an average of 440.000 visitors per year within the period 1998-2011, making it more essential for Athens to cope with the induced demand of the Games, but also providing Attica's hotel sector a golden opportunity to upgrade its product.

In order to meet the accommodations requirements set by the IOC during the Games, "Athens 2004" (the Greek OCOG) and more than 100 hotels have signed the "Olympic Hotel Agreement". The names of the participant hotels are given in Table 4.1.

**Table 4.1: The 2004 Olympic Hotels in Athens and Attica**

Hotel Category	Firm
Deluxe (19)	Athenaeum Intercontinental, Athens Holiday inn, Divani acropolis, Divani Caravel, Grand Bretagne, Hilton Athens, Ledra Marriot, NJV Athens Plaza, Park, Royal Olympic, St. George Lycabettus, Andromeda, Metropolitan, Astir Palace Vouliagmenis, Astir Glyfadas, Divani Apollon Palace (Kavouri), Poseidon Resort (Loutraki).
Class A (29)	Athens Acropol-Grecotel, Delice Apartments, Electra, Electra Palace, Esperia Palace-Best Western, Novotel Athens, Olympic Palace, Omonia Grand-Grecotel, Palace, Titania, Alexandros, Amalia, Zafolia, Parthenon, Riva, Apollonia Hotel Apartments (Varkiza), Blazer Suites (Voula), Electra Hotel Apartments (Vouliagmeni), Afrodite Hotel Apartments (Glyfada), Brasil Apartments Fenix-Best Western (Glyfada), Oasis Hotel Apartments (Glyfada), Eretria Village (Eretria), Amarilia (Kavouri), Kalamaki Beach (Korinthia), Vergina (Lagonissi), Mati (Mati), Casino-Hotel Teleferic of Parnitha (Parnitha), Pelagos (Chalkida)
Class B (52)	Acropolis Select, Adrian, Athens Center, Athens Cypria, Athens Gate-Best Western, Candia-Heraclion, Dorian Inn, Grand Hotel, Jason Inn, King Jason, Nana, Oscar, Oscar II, Oscar Inn, Athinai, Aretoussa Gegas, Zinon-Best Western, Ilisia-Best Western, Ilissos Potamos, Ionis, Kissos-Proteas, Minoa, Mousion, Balaskas, Xenofon, Panas, Parnon, Plaza, Plaka, Pythagorion-Best Western, Christina, Diva (Glyfada), John's (Glyfada), London (Glyfada), Holidays in Evia (Evia), Kefalari Suites (Kefalari), Nausika (Kifissia), Motel Isthmia (Korinthos), Bap (Lagonissi), Minos (Legrena), Coral-Best Western (P.Faliron), Poseidon (P.Faliron), Mistral (Pireas), Triton (Pireas), Cavo D'Oro (Pireas), Savoy (Pireas), Kastella (Pireas), Noufara (Pireas), Noufara-Best Western (Pireas), Paliria (Chalkida).
Class C (6)	Iason, Achilleas, Euripidis, Eniohos, Stalis, Marrion.

AOCOG's "Olympic Hotel Agreement" is expected to provide adequate accommodation to the Olympic Games officials and other important Olympic visitors. As of March 2002, the agreement has secured a total of 15,758 beds, of which 4,822 are of the Deluxe category, 4,271 of the A' Category, 4,069 of the B' Category, and 2,596 of the C' Category ("Athens 2004" Info Kit, 2002). However, it is not expected to cover the total demand, including the thousands of international spectators and potential tourists that will visit Athens and Attica during the Games. Thus, the initial argument, whether Athens and Attica

are capable of hosting the Olympic visitors and tourists, remains as a crucial and important issue for debate.

### **4.3 Olympic Games and Hotel Accommodation Supply**

A significant debate has been raised as to whether Athens has the potential to successfully host the 2004 Olympic Games. In terms of hosting the hundreds of thousands of the visitors, Ross (2001) argued that Athens may not have the dynamics needed to develop its hotel industry to the level that will meet the Games demand. He also refers to the potential accommodation problem that was pointed out as a growing concern by the IOC's Co-ordination Commission, which met in late October, 2001 in Athens.

Another major issue concerns the erection of new hotel development in Athens, as it has been indicated that more construction would seem a threat on Athens' remaining open spaces. Athens is a modern and overpopulated European capital city of a country whose tourism and commercial revenues are two of its major sources of income. The remarkable growth of Athens in business and financial terms, as well as in terms of investment and construction have lead several authors to believe that Athens' hotel market is saturated and its capacity to absorb more hotels is limited (Papadimitriou, 1996; Katikos, 1998; Zenakou, 1999).

In an attempt to face Ross' argument, Syrigos (2001) is stating that no problems should be expected to arise with Olympic accommodation, particularly since Greece has always attracted millions of tourists, approximately 12.5 millions last summer (more than the country's total population), and their accommodation has never been a struggle (Syrigos, 2001).

Additionally, and with reference to the 2004 Olympic Canditure of Athens, the initial plans for the accommodation supply were based on three pre-requisites:

1. The use of all existing hotel units in Athens and Attica, located an average distance of 30 minutes from the Olympic sports halls.
2. The construction of accommodation units in a zone that's average distance would be 30-75 minutes.
3. The construction of the sufficient accommodation provision in Attica and its neighboring areas, located more than 90 minute away.

(Giannakopoulou, 1998)

Other criteria also included the hotels' category, the service standards, the location, the infrastructure. According to the aforesaid plans, Athens' hotel capacity, could tackle this issue, as the existing hotels, as well as the hotels that are going to be constructed, would create about 180,000 beds, thus covering the

Olympic demand. However, the accommodation problem that was highlighted above was basically due to some unexpected matters that emerged.

First and foremost, the fact that 27% of the whole accommodation capacity was not found satisfactory enough for the Games' requirements –thus many of them had to be excluded- followed by some internal problems that arose within EXA, regarding the number of rooms that should be committed by each firm for the Olympic games. Apart from the big hotel chains, the medium and the small ones were hesitating to proceed with such a commitment, as the cost of this decision would be quite high (renovations, upgrading services, etc.) and their limited competitiveness and flexibility prevented them from moving onwards. Thirdly, some conflicts arose due to the limited contribution by the governmental authorities, at least at the initial stages, as it will be shown below (Stamatelos, 2000).

In order to solve this problem, on the 4<sup>th</sup> of July 2000, EXA and “Athens 2004” signed an agreement in the presence of the former Minister of Development N. Christodoulakis. The agreement secured accommodation for the Olympic family (officials, representatives from sponsor companies, “immortals”, executives of the IOC) in Athens during the period of the Games.

According to the agreement, the hotel owners undertake the responsibility for the period of the Olympics to keep vacant 80% of their total rooms' capacity to accommodate the members of the Olympic family. Out of these 80% vacant rooms, “Athens 2004” has the responsibility to guarantee the booking of a 75%, by the latest 15<sup>th</sup> of January 2004. The price of each room was agreed to be the average room price of the years 2001-2002, plus the equivalent of the inflation rate until the year 2004 with a 10% discount. The hotel owners will co-operate with “Athens 2004” to install additional safety equipment and it's at the “Athens 2004” responsibility to have the right security equipment and security personnel (Markouli, 2000).

Apart from the agreements concerning the beds allotted by each hotel, the need for extra beds was stressed by the “Athens 2004” official Spyros Kapralos. According to Mr. Kapralos, Athens needed 4,650 additional beds in the top three categories (five-star to three-star), and another 4,000 beds in the two-star category, basically meaning that the Athenian hotels would have to allocate more beds from their total capacity. Yet, the Athenian hoteliers objected to doing so, claiming that occupancy rates were presently low and additional beds would increase the problem of filling hotels (Bakalis, 2001).

Nonetheless, this would be solved quickly, as on of the 24<sup>th</sup> of June 2001, N.Christodoulakis said that contracts had so far been signed with hoteliers in the Attica prefecture for 11,400 beds with another 3,100 beds owned by hoteliers that were in talks with the Olympic Games organizers, but had yet to



finalize a contract. Finally, hotels to be built in Attica before the Games would provide 4.200 top quality beds (Bakalis, 2001).

This attempt was further supported by the President of the Hotel Commissariat Mr. Aristotelis Divanis ( also owner of the Divanis Hotel Group), who has confirmed that there is quite a significant proportion of hotel units for which no contract has been signed, yet they can offer about 5000 beds for the Olympic accommodation (Oikonomopoulou, 2001).

#### **4.4 New Hotel Accommodation Erection**

On the other hand, even though conditions in Athens' hotel market are not encouraging when it comes to building a new hotel unit (as mentioned earlier), specific legal criteria have been implemented to allow the construction of hotels in the broader district of Attica, provided they conform to the requirements. "Athens 2004" has already introduced projects in order to erect tourist accommodation in the outskirts of Athens, areas which is easily accessible and not too far away from the city itself (Papadogiannis, 1999).

The crucial issue of Olympic accommodation has repeatedly made the Greek Government and the involved organizations wonder whether Greek hotels are prepared to meet the unprecedented needs that will arise during the Games. The Ministry of Development has been committed to implement a number of measures through the "Olympic Tourist Package" in order to leverage the Games for tourism and hotel development in Athens and the entire country. Among others, hotel development envisages the expansion of hotels' infrastructure and the modernization of existing hotels through the funding of the Third Community Support Framework (Loizou, 1998).

In this context, the Ministry of Environment, Planning and Public Works and the Ministry of Development are planning the implementation of investment plans concerning the construction of new hotel units in Attica and Piraeus, so as to ensure the spaces required for the accommodation of Olympic visitors. The two Ministries will focus on the settlement of procedural issues for the approval and issuing of licenses for new hotel units, so that the program for the completion of the hotel infrastructure in the capital accelerates in view of the year 2004 (Androutsou, 1999).

In February 2001, the Minister of Development Mr. Christodoulakis, received 55 proposals from Greek and foreign hotel investors concerning the construction of new hotel units in the district of Attica, so as to cover the Olympic accommodation demands (Tsilis, 2001).

In the 15<sup>th</sup> of the same month, Mr. Christodoulakis approved all those proposals for the construction of 55 new Deluxe and A' category Olympic hotel units, which will add 8,000 beds to the hotel bed capacity of Attica. Some of the new luxury hotel units will be constructed on behalf of the following hotel firms:

Hilton, Starwood, Hyatt, Electra, Ledra Marriott, King George, Kapsis, Asteras and Accor. The remaining will be built on behalf of the National Bank of Greece, the OLP and 7 hotel units (2,600 beds in total) from ETA (Tsilis, 2001).

Moreover, the Church of Greece has planned the erection of two new hotel complexes in a privately owned area in front of the Hospital NIMITS, with a guest capacity estimated to be around 1,000 beds (Nodaros, 2001).

One of the most important ministerial hotel business plans to be completed is in the OLP's interest (as already mentioned), envisioning the construction of two hotel units in Piraeus (with total capacity of 800 beds), specifically designed to meet the needs of sea tourism. This procedure will enhance the broader port's coastal hotel development in operational, functional and tourism terms (Rousakis, 2001).

On top of that, Mr. Christodoulakis proceeded the applications for the operation of 28 new luxury hotels in Athens that will not be actually erected (thus, there is no need to commit any open-air space), as Hilton, Holiday Inn, Ledra Marriot, Electra and Grecotel have brought forward a proposal related to the use of old buildings, which used to operate as banks, financial institutions and the like.

These buildings constitute a target for the aforementioned firms, seeking to buy them in order to convert them into hotel units, provided they are in a good condition. The responsible bodies of these new hotels include the Church of Greece and the Athens Hilton, which will add 100 beds to its existing ones (Tzanavara, 2001).

A full list of the licensees is as follows:

- Hilton (extension, 100 beds)
- Ledra Marriot (extension, 46 beds, construction of a congress venue)
- Holiday Inn (extension, 100 beds)
- Grecotel (re-opening of King George Hotel)
- Church of Greece (construction, 750 beds, conversion of the National bank Pension Fund building into a 400 bed hotel)
- Electra (extension, 100 beds)
- Sanyo Hellas (construction, 205 beds)
- Theoxenia (construction, 160+20 beds)
- Greek Tourist Real Estate S.A. (construction, 1,500 beds)
- Municipality of Rafina (construction, 120 beds)
- Lamda S.A. (construction, 250 beds)
- Velanis Konstantinos (construction, 250 beds)
- Gekas S.A. (construction, 50 beds)
- Xydias Technical Company (construction, 70 beds)

- Tournikiotis ABEE (construction, 250 beds)
- Atlantis Graphic Arts (construction, 900 beds)
- Thalpi S.A. (construction, 210 beds)
- Ch. Bakoula (construction, 70 beds)
- Vassiliki Vassileiou and Evangelos Chatzioannou (construction, 320 beds)
- XENKA S.A. (upgrading, 500 beds)
- Hotel & Tourist Enterprises EL-AN (extension, 48 beds)
- TEAYAK Ambassadeurs (re-opening of old hotels, 300 beds)
- KORELKO AEE Marmara (construction, 200+119 beds)  
(Tzanavara, 2001).

Overall, 18 more hotel units will also be constructed in Athens' surrounding areas; Agios Stefanos, Maroussi, Kifisia, Piraeus, Philadelphia, Anavissos, Rafina, Kavouri and Kalivia, with a total capacity estimated to be 5,300 beds (Karamanoli, 2001).

As far as the legal issues are concerned, on the 15<sup>th</sup> of December 2000, the Government lifted the ban on the construction of new hotels, allowing the building of new units in the greater Athens area. This ban had been in force for several years, as Athens' hoteliers objected to legal plans increasing the number of hotel rooms in the capital, claiming that occupancy rates were low and inadequate to fill the additional rooms that would be created. Moreover, the development law 2601/98 gave a boost to hospitality units, constituting an important tool for their amelioration, motivating private investments and promoting the economic and regional hotel development of Athens.

In particular, the law is enhancing:

The modernization of existing hotels and camping sites

The conversion of traditional or listed buildings into tourist lodgings

The construction, extension and modernization of special tourism infrastructure

The construction or extension of hotels

(Tsakonias, 2000).

The development program is also envisioning subsidies for the construction, extension and modernization of tourism infrastructure projects, such as:

- Marinas
- Conference centers
- Golf Courts
- Spa facilities
- Sea-therapy centers
- Health Tourism centers

- Ski centers
  - Athletic training complexes
- (Karamanoli, 2001).

## **4.5 Alternative Olympic Accommodation Supply**

The actions of the Athenian hotel sector, as well as the governmental bodies, mentioned above, concern the supply of accommodation in terms of hotel beds of different categories. However, the pick-pointed accommodation demand during the Games is expected to cover the hotel supply mentioned above. Therefore, “Athens 2004” has set up two different programs in order to cope with the high demand for accommodations during the Games.

### **4.5.1 Private Houses**

The program that “Athens 2004” has prepared for the lease of private houses and apartments has entered a decisive stage. Such a decision implies the direct involvement of EOT, whose officials will check and confirm the availability and usability of each house. Should the house or apartment comply with EOT’s requirements, a specific temporary license from EOT will be provided, so that it can be used for tourism purposes (Gazi, 2002).

According to all the information available, the selected official bodies that will be responsible for the management of the program will comprise bank organizations, tourist and broker’s offices, as well as insurance companies that will undertake special insurance contracts. These bodies will communicate with owners interested in renting their properties and will conduct inspections so as to evaluate their homes or apartments (based on hotel standards). After these inspections, properties will be classified into categories based on certain objective criteria such as their distance from the Olympic halls (Harizanis, 2002).

The booking procedures are already progressing through the relevant travel agencies and prices will be charged at a tourist rate, always through EOT’s control, as real estate agencies have no authority to deal with these procedures. Price limits for the rental of homes and apartments will be determined, after negotiation between the owner and the responsible body for handling the program. However, according to the international experience, prices will be normal enough (300 Euros per day), while the price of luxury homes might rise to 500 Euro (Psaltis, 2002).

Broadly speaking, several criteria will determine whether a private house has the potential to rent its rooms or not, i.e. full equipment, the ability to provide access to (or have) an autonomous sitting room with color TV, individually used bathroom, kitchen, first aid box, etc. (Karageorgou, 2002).

Finally, in order to encourage the private houses' accommodation, "Athens 2004" and Governmental authorities have recently proposed several motives to Greek citizens who wish to rent their house and host the Olympic visitors, such as a 90-day leasing period, tax exemption for the money gathered through leasing, as well as an extra financial reward for the house owners, apart from the tourists' accommodation fee. The implementation of this measure should be considered definite, as it happened in the last two Olympiads with a 100% success (Zinopoulou, 2002).

Going along with the decision and seizing the 2004 Olympic opportunity, SETE is proceeding with the foundation of a floated company, which along with EXA, will attempt to operate the program of the private houses leasing, so as to host the Olympic visitors.

This company is a co-operation between the travel agencies and the hotel firms in Athens, which will undertake and book a proportion of the leasing private houses and will offer them to the visitors. For instance, a visitor's booking order for an over-booked hotel will be directed to private houses through the aforementioned floated company. This operational procedure is likely to have significant success, given the fact that more than 20 travel agencies and quite a few hotel firms have shown interest in participating (Efstathiou, 2002).

#### **4.5.2 Cruise Ships**

As well as private houses, cruise ships constitute an alternative solution for the accommodation of the Olympic visitors. It is a practice that has been previously adopted with great success during the Olympic Games in Barcelona and Sydney. At least twelve cruise ships, whose total capacity should override the 5,000 cabins, will be docked in the port of Piraeus providing accommodation to an estimated number of 15,000 visitors. Among them, "Queen Mary II" is the biggest five star cruise ship in the world with a total crew and passenger capacity of 3,873 (Stefanis, 2003).

"Athens 2004" has already signed contracts with high quality standards companies, like Celebrity Cruises, Festival Cruises, Royal Cruises, P&O Princess Cruises, Holland America Lines, and ROC. Cruise ship accommodation will mostly be provided to country leaders, members of national OC, VIP's of media corporations and international sponsors of the Olympic Games (Dimitriadis, 2002).

The Olympic Games provide the Piraeus harbor the opportunity to be included in the "Destination maps", and not simply to constitute a transit station for passengers. As it was further pointed out by the president of "Athens 2004", Mrs. Gianna Angelopoulos, the Piraeus harbor plays a key role in the success of the Athens 2004 Olympic Games, as it will host a large numbers of visitors coming to Greece for the games. The port will be the country's primary

“showcase”, to those who will undertake a cruise to reach Athens. The development of the port with the hotel infrastructure facilities is thus an issue of particular significance (Mandravelis, 2001).

### **4.5.3 Final settlements**

The present Minister of Development Mr. Tsohatzopoulos, has recently announced that after the intervention of ETA, 2,000 additional beds have been secured; 450 beds in Asteria, in Glyfada, 250 beds in Asteras in Vouliagmeni, 200 beds in Lagonissi, 500 beds in Cape Sounio, 500 beds in Anavissos (Papapreponis, 2003).

Recently, Mr. Tsohatzopoulos added to his above statements that another 2,200 beds have been secured for the Olympics, in hotels located on the south coast near the capital. The new additions brought the total to a surplus of 1,400 beds from a recent shortage of 2,800 beds. The reason for the sharp increase was that hoteliers had raised their contribution to 90% of capacity from 80% (Zavliaris, 2003).

### **Conclusion**

As a general conclusion from this chapter, it can be seen that even though there was an accommodations problem, it was proved that it has been due to external factors and not due to a lack of beds. Solutions such as hosting tourists in private houses or cruise ships were proposed in the 1997 candidacy. These were ideas also used in Barcelona and Sydney with notable success.

The problem of the Olympic accommodation should be considered “past and forgotten”, as Mrs. Angelopoulos, the president of “Athens 2004”, who further supported this by saying “Athens has always been familiar with hosting vast flows of tourists, and there is no reason for this to change, especially since particular attention has been paid to this field” (Kastriotis, 2002).

Another area of concern was the possible need for hotel erection, which was considered difficult to do, provided that the situation called for such a procedure. However, the necessary actions were taken on behalf of the authorities and other official bodies, resulting in the settlement of this affair.

This chapter has highlighted some of the major efforts on behalf of the hotel sector in Athens and the Greek Government in order to cope with the high demand that is expected during the Games. The long term hotel supply was appraised in the first part of this chapter and provided information on the potential evolution of the hotel supply for the period 1998-2011. In relation to chapter three and the present chapter, the next chapter further investigates whether the hotel sector in the broader district of Athens has the capacity to cover the high demand of the Games, and whether Greece in general has the

hotel capacity that is needed to cover the induced demand in the post-Games period.





# **CHAPTER 5: Hotel beds needed during and after the Olympics**

## **Introduction**

Parts of chapter three and four have examined the potential evolution of the hotel demand and supply in the region of Attica for the period 1998-2011. In relation to that, the present chapter attempts to give answers to the following questions; whether Athens and the broader region of Attica will have the needed hotel capacity during the Games; and whether Greece in general has the long-term hotel capacity to cover the induced demand that the Games will create between now and 2011.

The answers to the above two questions depend on the different scenarios that were presented in the previous two chapters and on the average visitors stay during and after the Games. Based on that, it is assumed that, for Greece in general, the more probable scenario for international arrivals is the second scenario (Chapter 3.4.1), while for Athens the most favorable scenario for the international arrivals is the third (Chapter 3.4.2). Estimations that are in terms of hotel beds and not hotel overnights can lead to an underestimation of the actual numbers. The expected demand for hotel beds, combined with the expected supply of hotel beds, estimates the number of new hotel beds needed in Greece and the broader district of Athens.

## **5.1 Hotel beds needed during the 2004 Olympic Games.**

Providing the necessary hospitality to the thousands of visitors during the Games is a very important issue for both the IOC and “Athens 2004”. On the other hand, it is also very important that the demand for hotel accommodations will not be overestimated, and that tourism planners will differentiate the hotel demand for the Games from the induced demand caused by the Games.

Estimations of the expected international visitors in Athens during the Games in August 2004 are given in Table.5.1. As shown in the table, the total number of all visitors that need to be accommodated during the Games will reach the 183 thousands which correspond to almost 2 millions hotel overnights.

**Table 5.1: Hotel beds needed during the Olympic Games (2004).**

Type of Visitors	Number of Visitors	Hotel Beds needed	Average Stay (overnights)	Hotel Overnights needed
Athletes & Team Officials	16,000	0	17	0
Media & Other Technical Staff	22,500	10,500	17	178,500
Olympic Family (IOC, IPC, IF's)	5,000	5,000	17	85,000
Sponsors & Guests	30,000	30,000	7	210,000
Spectators	50,000	50,000	17	850,000
Induced Visitors	60,000	60,000	12	720,000
<b>Total</b>	<b>183,500</b>	<b>155,500</b>		<b>2,043,500</b>

**Notes:**

- 1. All athletes and team officials will stay in the Olympic Village Complex.**
- 2. An important number of the Media visitors (12,000) will be accommodated in special Media villages located in various student house campuses and camping sites that are within 50 minutes distance from the Olympic Sports Halls.**
- 3. As spectators are considered all the foreign visitors.**
- 4. The estimation of induced visitors is based on predictions from Chapter 3, and on the hypothesis that 20% of the total arrivals will take place in August.**

Table 5.2 provides information on the expected hotel supply in terms of hotel beds and hotel overnights. Hotel beds of all categories during the Games will reach 85 thousand. Additionally, there will more than 5,000 beds in cruise ships of an approximate maximum accommodation capacity of 15,000 people and 26,000 beds in other establishments that will raise the number of offered hotel beds to 125,550. Based on the perception that the average visitor stay will be 17 days, the expected offered hotel overnights will be almost 2.1 million, covering the potential demand of the 2.0 million overnights. In case demand for hotel beds rises above the 125,500 beds, there are also 39,000 available beds in the broader region of Attica and the four neighboring prefectures that can be used for the hospitality of visitors.

**Table 5.2: Hotel beds and overnights offered during the Olympic Games (2004).**

Type and Category of Accommodation	Number of Beds	Number of Overnights	Total Number of Overnights
Attica	84,550	17	1,437,350
Broader Region of Attica	39,018	17	663,306
Cruise Ships	15,000	17	255,000
Other Lodgings	26,000	17	442,000
Total	164,568	17	2,797,656

**Notes:**

1. Predictions regarding hotel beds and overnights in Attica are based on the 1<sup>st</sup> scenario mentioned in Chapter 4.
2. The broader region of Attica includes the neighboring prefectures of Corinthia, Viotia, Evia and Argolida. Predictions regarding this part were based on the same method used for the whole of Greece (chapter 4).
3. Other Lodgings include private houses and apartments, as well as hotels and hostels that are not accredited by “Athens 2004”. These are estimated to be 20% of the total available beds.

## **5.2 Hotel beds needed due to the post-Games induced demand.**

Chapter three provided estimations of the hotel demand, induced by the Olympics, during the period 1998-2011. In order to value this demand, different scenarios were discussed regarding the different hypothesis on the evolution of international arrivals in Greece and Athens. The effort to define the expected needs in hotel beds in this part is done bearing in mind that the most probable scenario for the evolution of international arrivals is the second scenario for Greece and the third scenario for Athens. These scenarios present the most favorable perspective on the evolution of international arrivals that the Olympic Games are expected to induce.

Table 5.3 presents the estimated needs in hotel beds for the whole of Greece during the period 1998-2011, according to the most favorable scenario for Greece. The first column presents the estimated international arrivals of tourists that are expected to visit Greece. It is assumed that the use of the number of international arrivals will give more accurate estimations than the use of the number of international hotel overnights since different tourist authorities tend to publish different estimations for the average hotel overnights spent by foreign visitors (varying from 5 to 12). The second column shows the total expected needs in hotel beds and is derived by dividing the number of the estimated international arrivals given in column one with the number 20, which

shows the international arrivals per available hotel bed for the whole of Greece (for the year 1998: 11.6 million / 20 arrivals = 579,000 beds). The above number 20 is derived from chronological tourist data gathered for the period 1980-1997 (ESYE, 1999). The available hotel beds are given in column three according to estimations presented in chapter four. Column five shows the needs in new hotel beds for each year, always in relation to the new hotel beds added from the previous year (for the year 2000: [669,000 – 634,000] – 15,000 = 20,000 beds). Finally, column six shows the total needs for new hotel beds (for the year 2002: 35,000 + 6,000 = 41,000 beds). For the period 1998-2011 the needs for new hotel beds are estimated to be 67,000. This number will be able to cover the expected demand during the high season while there will be a surplus in the hotel supply of 43,000 beds by the end of 2011 ([834,000 + 67,000] – 858,000 = 43,000 beds).

**Table 5.3: Hotel rooms needed in Greece, 1998-2011.**

Year	Estimated Arrivals (in millions)	Hotel Beds Needed (in thousands)	Available Hotel Beds (in thousands)	New Hotel Beds Needed (in thousands)	Total Number of New Hotel Beds (in thousands)
1998	11.6	579	596	0	0
1999	12.6	628	613	15	15
2000	13.4	669	634	20	35
2001	13.3	666	652	0	35
2002	14.2	711	670	6	41
2003	14.3	716	687	0	41
2004	15.2	761	705	15	56
2005	15.8	792	725	11	67
2006	15.5	775	743	0	67
2007	16.1	805	761	0	67
2008	16.0	802	778	0	67
2009	16.8	842	796	0	67
2010	17.4	868	816	0	67
2011	17.2	858	834	0	67

The same analysis occurs for the estimation for the needs of hotel rooms in Athens and Attica. The only differentiation is that, in this case, the number of international arrivals per hotel room is estimated to be 30 instead of 20, due to the increase in the total number of international arrivals that Athens is most likely to experience during the preceding years after the Olympic Games. According to the third scenario for Athens (page 35, chapter three), the annual

average number of international arrivals in Athens is expected to be 3,301,000 arrivals. Additionally, the hotel supply according to all the approaches presented in chapter four (page 37) is expected to reach 110,000 hotel beds. Therefore, the average number of international arrivals per hotel bed for the period 1997-2011 is expected to be approximately 30 (3,301,000:110,000). Table 5.4 presents the estimations for the city of Athens and the broader region of Attica. In order to cover the high season demand, 29,000 new hotel beds are needed. However, the long term induced demand does not require any new investments in hotel beds.

**Table 5.4: Hotel rooms needed in Athens and Attica (1998-2011).**

Year	Estimated Arrivals (in millions)	Hotel Beds Needed (in thousands)	Available Hotel Beds (in thousands)	New Hotel Beds Needed (in thousands)	Total Number of New Hotel Beds (in thousands)
1998	2.1	69	72	0	0
1999	2.3	75	74	1	1
2000	2.5	83	76	6	7
2001	2.5	82	78	0	7
2002	2.7	90	80	3	10
2003	2.9	95	82	3	13
2004	3.3	112	85	14	27
2005	3.5	116	87	2	29
2006	3.3	108	89	0	29
2007	3.4	113	91	0	29
2008	3.4	112	93	0	29
2009	3.2	107	95	0	29
2010	3.1	104	98	0	29
2011	3.1	103	100	0	29

## Conclusions

There are two important findings from the above analysis. First, during the Olympic Games in 2004 there will be a sufficient number of hotel beds to cover the demand of the 130,000 visitors that are expected to visit Athens. Second, the event of the Olympic Games will induce international arrivals to Greece and Athens during the period 1998-2011, while the needs for new hotel beds will be respectively small.

The above findings suggest that there is no need for new hotel investment in the broader region of Athens. However, as shown previously, the Athenian hotel

sector has been going through a period of rapid transformation and upgrading of its tourism product in order to exceed the expectations of the thousands of visitors to Athens during and after the Olympic Games. Some of the major hotel investment operational actions towards this reformation will be pointed out in the next chapter, so as to reveal and evaluate the development impact upon the Athenian hotel sector.

## **CHAPTER 6: Olympic Hotel Investment**

### **Introduction**

As mentioned several times throughout this study, the Olympic Games are an event which creates tourism development for the host city and country in terms of increased international arrivals. Greece is traditionally a tourist destination and as shown in the previous chapter, has both the short and long term capacity to accommodate the millions of visitors that arrive every year. However, it is expected that the event of the Olympic Games will create a quantum leap in Greek and Athenian tourism, a phenomenon that has previously happened to the city of Barcelona which has many similarities to Athens. Practically, this means that during the post-Games period (specifically one year following the games) a new higher platform for international arrivals will be formed. Thus, it is essential for Greece and Athens to improve and upgrade their hotel sector in order to cope with the heightened expected demand as well as the fear of competition from the neighboring tourism markets. This chapter examines the actions taken by the hoteliers' towards the reformation and operational development of the hotel sector and attempts to portray the post-Olympic hotel environment of Greece's new tourism epoch.

### **6.1 Major Tourism Investments in Attica's Hotels In View of 2004**

The Olympic games of 2004 constitute an occasion for giant hotel investments all over the country. The governmental investment program that amalgamates renovation and modernization of the hotels in Attica is in full progress. The total sum of money that has been invested so far in hotel preparations amounts for 502 million Euros; nonetheless, and according to EXA, 2.2% of the total amount of these investments (something like 11,2 million Euro) has been provided through the Development Legal Plan (Makridis, 2002).

This governmental investment is related to the 96 hotel units, the majority of which are classified as luxury, that have signed the relevant contract with "Athens 2004" for the provision of hotel accommodation during the Olympic Games in August, 2004.

Out of the aforementioned 503 million Euro, 410.9 million will be distributed to luxury hotels; 49.6 million to A' Category hotels; 33.4 million to B' Category hotels; and 9.1 million to C' Category hotels. Furthermore, an 86% of the luxury hotel units which have contracted with "Athens 2004" are currently under renovation and modernization; the equivalent proportion for the A'

Category hotels accounts for 50%; 60% for the B' Category hotels: and 42% of the C' Category hotels (Simos, 2002).

Apart from these interactions, interest is placed on the small hotels and in the conversion of traditional buildings into hotels. Those interventions not only increase Athens' hotel capacity without demanding extra cost and space, but are also considered a quite useful proposal that will turn uninhabited buildings into useful hotel units. These renovations are occurring on their owners' initiative and are also supported by the Development Law at a 40% allowance (Frangkos, 2000).

On the other hand, the response of potential hotel investors to the invitation of "hotel erection interest" published by EOT was far beyond expectations, since the submitted applications of interest amounted to 83 in total. Some of those who applied include the Accor International Group (Sofitel, Mencune, Novotel, and Ibis), Hyatt, Sanyo Hellas Holding, Alpha Urban Real Estate, ETA S.A (a subsidy of EOT), the National Bank of Greece, as well as most of the major hotel groups of the country. The intentions of the above firms are illustrated in the Appendix (17).

Other listed hotel companies that are interested in investing in the Olympic hotel sector include Astir Palace, Hyatt Regency, Ioniki Hotels (Athens and Rhodes Hilton hotels) and Lampsas (Grande Bretagne hotel, controlled by Hyatt). More hotels will soon be added, such as Helios S.A (among others, Grand Resort Lagonissi Hotel) and Caravel S.A.

All these companies have already drawn considerable capitals from the stock exchange market, or they are going to, aiming at completing their ambitious investment and operating plans (Lussaridis, 2000).

Yet, apart from creating the necessary infrastructure for the successful organization of the Olympics, there are also concerns and questions regarding the "day after". If the strategic plan of the twelve month tourist season does not pay off the period following the Games, the appearance of a new generation of lame ducks is very likely, especially in the region of Attica.

The challenge faced by the Ministry of Development is how to make Attica a recreation region and not just a stop-over on the way to more popular destinations (such as Crete and the rest of the islands). The development of theme tourism might be the answer. EOT's strategic planning is already moving towards this direction by allocating subsidies for tourism through the Third Community Support Fund (Bezos, 1999).

The strengthening of the Greek thematic tourism has four main points:

- The building of hotel infrastructure for exposition-convention tourism, which may solve the problem of excessive accumulation of hotels in Attica.



- The development of winter tourism, by reorganizing skiing resorts.
- Sports tourism (golf, training centers for teams, etc.).
- The improvement and strengthening of spa tourism, in which Greece has an advantage thanks to its 822 hot springs.

(Bezou, 1999)

As in Barcelona and Sydney, the Olympic Games are expected to boost the Greek tourism demand for alternative forms of tourism. Looking at the future, this is exactly the pathway that the big hotel chains are currently pursuing as the renovation programs, the operational interventions and the planning they are undertaking are aiming to provide the adequate service and facilities to the business and conference visitors, sea tourists and so on (Pilavios, 2001).

Hence, the district of Attica has been currently attracting significant interest for hotel investment in theme tourism. This trend (due to the Olympics), in relation to the remarkable upgrade of Attica's infrastructure and the erection of conference and exhibition centre, is creating auspicious perspectives for the realization of such investments. Relevant moves towards this direction include the Olympic administrative decisions of Hyatt, Grande Bretagne, King George and Xenia, to transform their operations; the redemption of various coastal hotels owned by "Divanis" hotel group; the development of a brand new Olympic hotel through a joint venture between ALTE and Accor and finally, the creation of a multi-complex theme park on behalf of "Estrelia" hotel group in Glyfada (Diakos, 2000).

Some of the most significant business actions regarding this matter are as follows:

The Aldemar Hotel Group, with 5,000 deluxe and first-class beds, is oriented towards the creation of thematic tourism facilities in its units, in co-operation with the Royal Mare Thalassa aquatic therapy centre –one of the most modern in Europe- in order to ensure top quality services.

The Grecotel Group is the biggest chain of hotels in Greece, with 22 hotels in Crete, Rhodes, Mykonos, Corfu, Chalkidiki, Peloponnesus, Athens and Thessalonica. Its total capacity is 11,000 beds and employs more than 3.500 people. Grecotel has won over 65 international prizes so far, not only for the quality of its services, but also for its contribution to the upgrading of Greek tourism products. The plans of the group include a new investment near Olympia, where bungalows and centers for multi-thematic recreation will be built (Marinopoulos, 2001).

The Maris Hotel Group, own a four-star hotel (Silva Maris & Bungalows with 600 beds) and two five-star hotels (Bella Maris Hotel & Bungalows, 540 beds), as well as the Creta Maris Hotel & Bungalows, 1,100 beds (the first hotel in the Mediterranean to get an ISO 9001 certificate of quality) have recently processed with the construction of a convention centre a 4,500 capacity. At the

same time, the group has entered into the relatively new area of theme tourism, sea therapy, by opening a complete centre in Candia Maris.

The ANKAR Hotel-Spas, a member of the Karatzios-Anastasopoulos business group, has made the biggest investment in the field of spa tourism. Through a franchise, Ankar Hotels acquired the historic Thermai Sylla hotel in Aidipsos (Attica basin) and created a modern spa centre, after renovating and expanding original facilities. Its total investment amounted to 147.5 million Euros. The Thermai Sylla Centre of Spa Tourism possesses 250 beds, a spa with sophisticated German equipment, three convention halls, two restaurants, a bar, and a bridge room (Akrivopoulou, 2001).

An ultra modern convention centre is the latest big investment for the Athenian-based G.Kipriotis & Sons firm, in the island of Kos. It is the largest in Greece, with a capacity of 5.000 people. In order to be able to support its convention centre, the firm has expanded the four-star Kipriotis Village hotel complex, by creating 150 five-star deluxe suites. At the same time, and letting along business tourists, the company administration decided to promote specific exclusive tourism holiday packages created by the hotel company itself, sending the tourists to the island and providing regular services to Athens, after reaching to an agreement with the CERES-Flying Dolphins Company.

The company administration of Vassilis Konstantakopoulos Hotel Group has also planned relevant investments, as two modern hotel complexes are being built with special sports infrastructure, with total budget of 45 million Euros. They comprise two tourist settlements of 1000 beds each, featuring golf courses, swimming pools, football/basketball/tennis courts. (Ampadas, 2002).

## **6.2 Business Empowerment by EOT**

As mentioned above, the increasing demand for tourism services which will reach its peak point in the summer of 2004, in combination with a broader attempt to re-structure the Greek tourism product so as to extend the tourist season, impose new requirements on Greek hotels. Within this framework, it is necessary for an important number of tourism companies to boost their competitiveness, by re-organizing both their infrastructure and services or by creating new ones.

In this regard, a significant empowerment is provided by EOT, so as to boost the Greek tourism product in internationally competitive terms, an attempt financed by the Third European Community support Funding. This project has been running since August 2001 and is aimed at covering the tourism demand during and after the Olympic Games. The aim of the project is to foster the competitiveness of all tourism companies (hotels, tour operators, travel agencies and the like) through the improvement of their business operational

plans. The anticipated outcome of this attempt is the upgrading of the structural organization of the businesses' operational procedures (Geramanis, 2001).

Among the activities that are about to take place, the following are of particular importance:

- Market research-Conducting Marketing Case Studies (investigating global tourism trends, new market orientation etc.)
  - Restructuring-Automatisation-Electronic Service Supply through the Internet.
  - Promotion-Advertising.
  - Co-operation for the creation of holiday tourist packages, co-coordinated activities for the promotion of alternative forms of tourism in hotels specifically designed to cover their needs.
  - Possession and application of the adequate tourism know-how and skills.
  - Franchises and strategic alliances between companies, when necessary.
- (Geramanis, 2001).

### **6.3 ETA's Business Program**

On the 3<sup>rd</sup> of April 2002, the association between ETA and EXA released two appreciably important programs, aimed at the creation of a Metropolitan Conference Center in the area of the old Athens' airport, as well in the construction of a theme park in the area of Anavyssos. The total budget for these projects is expected to be more than 300 million Euros.

The 1,400 acre theme park in Anavyssos will be based upon ancient Greek mythology. Referring to the proposals on behalf of the EXA and the OSPA, several tourism facilities will also be established in the park's area; hotels, conference centers, golf courses, sports halls, sea or land tourism infrastructure. The Financial Consultancy Service of Fuji Bank, co-operating closely with ETA, has already shown interest in funding the construction of a small marina and two hotels offering spa services and health tourism facilities (Gekas, 2002).

Regarding the Metropolitan Conference Center, it will be built in the area of Hellinikon, where the old Athens' airport used to be situated (Athens' new airport was constructed in 2001 in Spata). The construction of this conference center will commit an area of 170 acres; a small portion of the old airport's area, covering 52,000 square meters will remain, characterized as "preserved". The project will be financed by ETA and EXA (Gekas, 2002).

Together with the creation of the conference center, the potential development of an exhibition hall of international standards is under consideration; in this case, ETA will undertake its completion, as well as EXA and the City Council. EXA will also introduce numerous plans related to the construction of hotel

accommodation at the most attainable extend, yet luxurious enough to serve the needs of the conference tourism market (Verykios, 2002).

## **Conclusions**

The preceding chapter has delineated the Olympic investment programs for the hotels of Athens and Attica, referring not only to the operational nature of the hotels, but also to their position within the hotel and tourism industry in both the near and distant Olympic future. An interest is being noted from the hotels, towards the preparation and modernization of their properties for alternative forms of tourism that will most definitely experience a stunning increase. It was also pointed that a vast proportion of small hotel units are also obtaining notable contributions from the governmental funds allocated to the hotel sector.

The investment opportunities for several hotel firms were also outlined, some of which have already been put into action, responding to the governmental initiatives and investment proposals. The ground-breaking strategic plan for the post-Olympic Greek tourism described above, suggests that the Greek and Athenian hotel sector is going through a major era of operational transformation and restructuring.

## **CHAPTER 7: Conclusions - Discussion**

### **7.1 Product Life Cycle Concept and Product Repositioning**

The organisation of the 2004 Olympic Games will undeniably have a positive impact upon the economic development of Greece and its tourism industry in particular. At the moment, the Greek tourism product is going through the maturity phase of its life cycle, meaning that it is quite vulnerable to the competition caused by other Mediterranean tourism markets. The fact that the increase in Greek tourism income is not analogous with the increase of international arrivals in Greece confirms the negative situation that the Greek tourism market is experiencing, mainly caused by the competition with the neighbouring countries' tourism markets.

In close relation to the concept of product life cycle, several marketing principles suggest that singularity is the best way to achieve differentiation and thus, a competitive advantage. The event of the Olympic Games will add this valuable characteristic to the Greek tourism product through the free publicity of the Games and the economic and infrastructural legacy they will leave. The experience of Barcelona and Sydney, and subsequently of Spain and Australia, constitutes a good example of previous host cities and countries whose tourism product has considerably benefited from the organisation of the Olympic Games. In the case of Barcelona, the benefits have been more viable to the capital of Catalonia than to the rest of Spain, while in the case of Sydney it can be said that both the city and the rest of Australia have equally benefit from the Games.

The 2004 Olympic Games are expected to reverse the negative tourism situation that the city of Athens has been experiencing during the past decades in terms of decreased numbers of international arrivals and available hotel rooms.

The publicity of the Games is expected to induce international travel to Athens and Greece in general, questioning whether its hotel capacity is sufficient to satisfy the induced demand of the Games. So far, the analysis of the previous chapters shows that the Olympic Games will not raise any serious problem regarding the accommodation of both the Olympic visitors during the Games and the induced visitors that will arrive in Athens and Greece during the post-Games period.

As shown in chapters three and six, the Olympic Games have already reversed the negative image of the Athenian hotel market, a market that has been experiencing a decline in its capacity rates for the period up until the

nomination of Athens as the host city for the 2004 Olympic Games. Further estimations in chapter five, suggest that the critical issue of the visitors' accommodation during the Games is most likely to be settled in a satisfactory way since the alternative accommodation, in combination with the private house program, will increase significantly the number of beds available in the Greek capital.

An important issue for the Greek tourism planners is the avoidance of an over supply of hotel rooms following the Games. According to the various impact studies presented in previous chapters, the increase of international arrivals because of the Games is estimated to be 6 million visits for the period 1998-2011. Given the fact that the Athenian and Greek hotel market will follow the growth rates of the Greek tourism industry, in terms of international arrivals and offered hotel beds, it is expected that the investments in new hotel facilities will not have to surpass the potential necessary investments. As shown previously, by the end of the year 2011 the number of the hotel beds available in the region of Attica is expected to be 100,000, while the demand for hotel beds is estimated to be 103,000. Subsequently, the supply of hotel beds for the whole of Greece is expected to be 834,000 while the demand is expected to reach the 858,000 hotel beds. Thus, the necessary investments in new hotel infrastructures are relatively small.

Several core conclusions come out of what has been discussed so far. These are:

1. The event of the Olympic Games and the rest of the preceding or subsequent festivals and happenings (Paralympics, Cultural Olympiad) will cause a considerable increase in the demand for hotel beds and hotel overnights, primarily in the city of Athens, and secondly in the rest of Greece.
2. The demand for hotel beds and overnights is expected to be higher for the Luxury and A' category hotels, mainly in the city of Athens. Most visitors to the Greek capital during the Games, as well as the post-Games business visitors that the Olympics are expected to create, prefer to stay in higher class hotels.
3. The number of international visitors is expected to experience a drastic increase for a long period that will start two years after the Games ("Barcelona scenario").
4. The growth rate of international visitors will be higher for the whole of Greece than Attica in the following years after the Games.
5. The success of the hotel preparations for the 2004 Olympic Games mostly lies on the close coordination between EXA and "Athens 2004".

6. Tourism demand in the Greek capital has already started to gradually increase and is expected to reach its peak point during the Olympic Games and the subsequent years.
7. As in Sydney and Barcelona, it is expected that the event of the Olympics will bring to Athens considerable hotel and tourism business opportunities the years following the Games. Specifically, the demand for conferences, follow-up sporting events, festivals and other happenings is expected to increase after the Games.

Some of the issues under consideration for the hotel planners in Athens during and after the Olympic Games concern the quality of the offered hotel services and the need to combat the negative effects that the Games will potentially have on the flow of visitors. The displacements of travelers, as well as the phenomenon of time-switchers are some of the potential negative effects of the Games, for which suggestions on how to minimize them are given in chapter two. Regarding the quality issue, it can be said that it is essential for both hoteliers and governmental bodies to redevelop their hospitality plan in order to avoid negative criticism, since figures indicate that a great number of international visitors travelling to Athens and Greece in 2004 may have to compromise by staying in hotel accommodation of an inferior category.

## **7.2 Recommendations - Discussion**

The challenge for the Athenian and Greek hotel sector is not only to avoid the potential traps of the Olympic Games, but also to manage the repositioning of its tourism product in the frame of the world and European tourism market. As seen in chapter six, the new hotel business, generated by the event of the Olympics, is moving towards this direction with its main actions incorporated in the context of

- The gradual disconnection of the Greek tourism from its seasonality
- The creation of competitive advantages regarding the prolongation of the tourism season.

The Olympic Games are capable of giving tourism in Athens and Greece these competitive advantages, mainly through the infrastructural legacy that they are going to leave. Since most of the big hotel chains are already participating in this Olympic reformation effort it is implied that the hotel sector in Athens and Greece is engaged to a long term strategic commitment whose main characteristics are:

- The gradual disconnection from mass tourism that has been proven to be a low return business.
- The attraction of middle and higher income visitors through better product development in order to maximise profits.

- The gradual disconnection from seasonality through new forms of theme tourism.
- The empowerment of hotel human resources and the improvement of its technical support.
- Continuous marketing research aimed at identifying potential gaps and opportunities.

The 2004 Olympic Games appear not only as a golden opportunity for the Greek and Athenian hotel sector and tourism in general, but they can also serve as a framework from which the Greek tourism officials can identify and correct the weak points in Greek tourism. Despite the increasing number of international arrivals in Greece, the Greek tourism product has been experiencing a decline in terms of profits. Moreover, Greece has lost the dominant position it used to hold a few years ago in the international and European tourism market.

On the one hand, regional competition with new developing tourism markets (Turkey, Egypt, Tunisia, Bulgaria, Croatia, Rumania) that offer a relatively cheaper tourism product is responsible for the loss of Greece's place in the world tourism market in terms of visitor volume. On the other hand, the higher quality of business tourism services offered by the traditionally advanced tourism countries (Spain, France, Italy) renders the Greek tourism product as a cheap alternative and substitute for both leisure and business travellers.

The infrastructural and technological legacy of the Olympic Games in terms of new hotels, convention and business facilities, offices, roads, telecommunications, satellite technologies, etc, combined with the promotion of Greece in the world through the free publicity of the Games, will eventually remove the Greek tourism product from its present inertia. It will also take Greece to a higher level of international arrivals and tourism income (see also figure 2.1).

Some of the most important and persistent problems for the Greek hotel product during the past few years are as follows:

- The lack of large and luxurious hotel units, especially in the region of Attica where the Greek capital is situated.
- The lack of adequate funding of the hotel sector by the Greek state and banking and financial institutions, as well as the lack of private funding.
- The management of Greek hotel units is less efficient than the management of the international hotel chains that operate in Greece.



- The Greek hotel human resources are inferior to the competitive countries in terms of specialization, professionalism, and communication skills.
- The taxation for Greek hotel rooms (VAT is 8%) is among the highest among the competitive tourism markets.
- The labour costs in the Greek hotel sector tend to be higher than the rest of the competitive countries, although the levels of productivity of the Greek hotel sector are comparatively higher than its competitors.
- The public and private infrastructures of the Greek hotel sector are in a lower position than the competitive hotel markets.
- The geographical position of Greece is responsible for lower volumes of tourist arrivals. Charter tourists to Greece account for the 75%-80% of the total international visitors to Greece.
- The seasonality of Greek tourism is much higher than the rest of the competitive countries, mainly due to the geographical position of Greece.  
(Kiouspas, 2002)

The proper exploitation of the Olympic Games by the Greek tourism authorities and private investors, will act as a catalyst for solving most of the aforementioned problems. Initially this will occur through the business and hotel development that has already been generated by the Olympics, and then through the infrastructural, technological and organisational legacy of the post-Games period. The absolute elimination of all the problems that the Greek hotel sector is facing at the moment is a more complex task that requires a corporate strategic plan on behalf of the Greek governmental and business bodies. Further discussions on this matter are beyond the scope of the present study; however it is the ambition of the author to explore the sensitive issue of strategic planning in the context of event tourism in a future study.



## APPENDICES

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**Appendix Nineteen:** “SWOT Analysis of the Greek Hotel Sector”

# APPENDIX 1

## “Greek and Foreign Tourist Overnights in Hotels by Prefecture”

Prefecture	Year					Variation			
	1996	1997	1998	1999	2000	96/97	97/98	98/99	99/00
<b>EASTERN MACEDONIA AND THRACE</b>									
Evros	311.284	354.971	350.366	341.531	379.455	14,03%	-1,30%	-2,52%	11,10%
Rodopi	141.253	167.688	157.096	175.683	148.450	18,71%	-6,32%	11,83%	-15,5%
Xanthi	119.145	106.887	100.526	108.529	140.035	-10,29%	-5,95%	7,96%	29,03%
Drama	60.168	60.542	54.789	60.721	60.895	0,62%	-9,50%	10,83%	0,29%
Kavala	704.788	758.408	713.565	776.651	792.127	7,61%	-5,91%	8,84%	1,99%
<b>TOTAL</b>	<b>1.336.638</b>	<b>1.448.496</b>	<b>1.376.342</b>	<b>1.463.115</b>	<b>1.520.962</b>	<b>8,37%</b>	<b>-4,98%</b>	<b>6,30%</b>	<b>3,95%</b>
<b>CENTRAL MACEDONIA</b>									
Serres	95.228	106.625	112.979	117.712	132.208	11,97%	5,96%	4,19%	12,31%
Thessaloniki	1.180.627	1.588.822	1.293.080	1.385.792	1.611.432	34,57%	-18,61%	7,17%	16,28%
Haikidiki	1.835.092	2.125.615	2.172.416	2.558.818	2.718.543	15,83%	2,20%	17,79%	6,24%
Kilkis	17.384	20.426	18.315	19.119	19.355	17,50%	-10,33%	4,39%	1,23%
Pella	54.609	59.431	50.464	58.095	60.789	8,83%	-15,09%	15,12%	4,64%
Imathia	74.411	85.820	79.826	96.745	88.533	15,33%	-6,98%	21,19%	-8,49%
Pieria	466.643	527.969	511.285	404.357	516.236	13,14%	-3,16%	-20,91%	27,67%
<b>TOTAL</b>	<b>3.723.994</b>	<b>4.514.708</b>	<b>4.238.365</b>	<b>4.640.638</b>	<b>5.147.096</b>	<b>21,23%</b>	<b>-6,12%</b>	<b>9,49%</b>	<b>10,91%</b>
<b>WESTERN MACEDONIA</b>									
Florina	99.520	92.541	92.049	80.035	84.753	-7,01%	-0,53%	-13,05%	5,89%
Kozani	133.408	149.164	149.112	152.698	146.129	11,81%	-0,03%	2,40%	-4,30%
Kastoria	119.775	140.292	142.787	133.550	138.543	17,13%	1,78%	-6,47%	3,74%
Grevena	18.890	19.637	18.444	27.280	33.517	3,95%	-6,08%	47,91%	22,86%
<b>TOTAL</b>	<b>371.593</b>	<b>401.634</b>	<b>402.392</b>	<b>393.563</b>	<b>402.942</b>	<b>8,08%</b>	<b>0,19%</b>	<b>-2,19%</b>	<b>2,38%</b>
<b>EPIRUS</b>									
Ioannina	361.308	406.866	388.937	448.832	477.774	12,61%	-4,41%	15,40%	6,45%
Arta	47.793	62.233	65.628	65.181	65.293	30,21%	5,46%	-0,68%	0,17%
Thesprotia	106.589	110.882	103.285	105.589	142.787	4,03%	-6,85%	2,23%	35,23%
Preveza	213.431	245.018	273.723	270.743	274.405	14,80%	11,72%	-1,09%	1,35%
<b>TOTAL</b>	<b>729.121</b>	<b>824.999</b>	<b>831.573</b>	<b>890.345</b>	<b>960.259</b>	<b>13,15%</b>	<b>0,80%</b>	<b>7,07%</b>	<b>7,85%</b>
<b>THESSALIA</b>									
Larissa	318.592	262.115	268.050	282.914	270.112	-17,73%	2,26%	5,55%	-4,53%
Magnisia	952.484	1.024.809	1.079.015	1.061.711	1.059.020	7,59%	5,29%	-1,60%	-0,25%
Trikala	196.171	249.376	273.185	252.009	268.832	27,12%	9,55%	-7,75%	6,68%
Karditsa	104.073	113.469	116.406	118.882	126.922	9,03%	2,59%	2,13%	6,76%
<b>TOTAL</b>	<b>1.571.320</b>	<b>1.649.769</b>	<b>1.736.656</b>	<b>1.715.516</b>	<b>1.724.886</b>	<b>4,99%</b>	<b>5,27%</b>	<b>-1,22%</b>	<b>0,55%</b>
<b>IONIAN ISLANDS</b>									
Kerkyra (Corfu)	2.943.619	3.250.964	3.565.574	3.710.341	3.700.401	10,44%	9,68%	4,06%	-0,27%
Island of Kerkyra	2.938.142	3.243.730	3.555.472	3.695.143	3.689.507	10,40%	9,61%	3,93%	-0,15%
Lefkada	129.175	223.163	212.368	211.182	222.273	72,76%	-4,84%	-0,56%	5,25%
Cefallonia	331.066	330.891	374.859	502.901	544.386	-0,05%	13,29%	34,16%	8,25%
Zakynthos	542.129	754.519	1.765.413	1.936.065	2.164.329	39,18%	133,98%	9,67%	11,79%
<b>TOTAL</b>	<b>3.945.989</b>	<b>4.559.537</b>	<b>5.918.214</b>	<b>6.360.489</b>	<b>6.631.389</b>	<b>15,55%</b>	<b>29,80%</b>	<b>7,47%</b>	<b>4,26%</b>
<b>WESTERN GREECE</b>									
Altoloakarnania	284.146	281.068	307.439	284.759	284.504	-1,08%	9,38%	-7,38%	-0,09%
Achala	445.520	494.903	524.927	541.896	659.632	11,08%	6,07%	3,23%	21,73%
Elia	458.965	381.289	481.826	442.434	497.363	-16,92%	26,37%	-8,18%	12,42%
<b>TOTAL</b>	<b>1.188.631</b>	<b>1.157.260</b>	<b>1.314.192</b>	<b>1.269.089</b>	<b>1.441.499</b>	<b>-2,64%</b>	<b>13,56%</b>	<b>-3,43%</b>	<b>13,59%</b>



STEREA ELLADA									
Fthiotida	311.790	283.968	285.052	253.193	256.787	-8,92%	0,38%	-11,18%	1,42%
Evrítania	105.836	113.087	117.725	109.795	124.987	6,85%	4,10%	-6,74%	13,84%
Fokída	200.765	231.829	252.675	244.397	256.474	15,47%	8,99%	-3,28%	4,94%
Viotía	79.803	84.667	90.793	79.794	71.840	6,10%	7,24%	-12,11%	-9,97%
Euboea	708.608	741.026	808.071	725.696	788.940	4,57%	9,05%	-10,19%	8,71%
TOTAL	1.406.802	1.454.577	1.554.316	1.412.875	1.499.028	3,40%	6,86%	-9,10%	6,10%
ATTICA									
Attica (incl.Athens)	6.576.756	7.425.570	7.833.039	7.269.412	7.992.225	12,91%	5,49%	-7,20%	9,94%
ATHENS	4.636.871	5.022.610	5.228.629	4.735.366	4.882.596	8,32%	4,10%	-9,43%	3,11%
TOTAL	6.576.756	7.425.570	7.833.039	7.269.412	7.992.225	12,91%	5,49%	-7,20%	9,94%
PELOPONNESE									
Korinthía	565.316	610.484	611.847	589.970	638.199	7,99%	0,22%	-3,58%	8,17%
Argólida	754.802	695.257	756.647	578.405	596.414	-7,89%	8,83%	-23,56%	3,11%
Arkadía	144.946	152.510	165.777	155.664	163.300	5,22%	8,70%	-6,10%	4,91%
Messínia	416.790	371.525	375.929	429.935	442.003	-10,86%	1,19%	14,37%	2,81%
Lakonía	243.221	249.584	269.748	278.908	255.416	2,62%	8,08%	3,40%	-8,42%
TOTAL	2.125.075	2.079.360	2.179.948	2.032.882	2.095.332	-2,15%	4,84%	-6,75%	3,07%
NORTHERN AEGEAN									
Lesvos	586.946	588.575	569.454	685.150	801.475	0,28%	-3,25%	20,32%	16,98%
Chios	177.775	178.290	182.090	213.248	193.153	0,29%	2,13%	17,11%	-9,42%
Samos	885.556	977.906	949.367	1.088.960	938.372	10,43%	-2,92%	14,70%	13,83%
TOTAL	1.650.277	1.744.771	1.700.911	1.987.358	1.933.000	5,73%	-2,51%	16,84%	-2,74%
SOUTHERN AEGEAN									
Cyclades	1.330.767	1.470.332	1.709.445	1.593.711	1.505.202	10,49%	16,26%	-6,77%	-5,55%
Dodecanese	11.918.673	13.137.626	13.923.342	16.111.383	15.991.716	10,23%	5,98%	15,71%	-0,74%
Rhodes	8.018.603	8.833.546	9.463.142	10.878.443	11.226.328	10,16%	7,13%	14,96%	3,20%
TOTAL	13.249.440	14.607.958	15.632.787	17.705.094	17.496.918	10,25%	7,02%	13,26%	-1,18%
CRETE									
Chania	1.791.140	1.939.102	2.063.885	2.354.840	2.245.708	8,26%	6,44%	14,10%	-4,63%
Rethymno	1.850.040	1.941.273	2.082.557	2.322.933	2.144.291	4,93%	7,28%	11,54%	-7,69%
Heraklion	4.782.619	5.775.962	5.786.463	6.275.231	6.089.415	20,77%	0,18%	8,45%	-2,96%
Lasithi	1.646.071	1.839.531	1.897.802	2.163.522	1.977.953	11,75%	3,17%	14,00%	-8,58%
TOTAL	10.069.870	11.495.868	11.830.707	13.116.526	12.457.367	14,16%	2,91%	10,87%	-5,03%
GREECE TOTAL	47.945.506	53.364.507	56.549.442	60.256.902	61.302.903	11,30%	5,97%	6,56%	1,74%

## APPENDIX 2

### “Greek Tourist Overnights by Prefecture”

Prefecture	Year					Variation			
	1996	1997	1998	1999	2000	96/97	97/98	98/99	99/00
<b>EASTERN MACEDONIA AND THRACE</b>									
Evros	294.247	333.031	327.804	321.103	353.896	13,18%	-1,57%	-2,04%	10,21%
Rodopi	131.534	155.402	144.180	153.927	125.840	18,15%	-7,22%	6,76%	-18,2%
Xanthi	102.255	94.237	89.564	98.254	125.614	-7,84%	-4,96%	9,70%	27,85%
Drama	54.528	54.777	49.690	55.507	53.232	0,46%	-9,29%	11,71%	-4,10%
Kavala	306.195	324.375	338.681	384.298	382.100	5,94%	4,41%	13,47%	-0,57%
<b>TOTAL</b>	<b>888.759</b>	<b>961.822</b>	<b>949.919</b>	<b>1.013.089</b>	<b>1.040.682</b>	<b>8,22%</b>	<b>-1,24%</b>	<b>6,65%</b>	<b>2,72%</b>
<b>CENTRAL MACEDONIA</b>									
Serres	84.549	91.072	96.438	104.470	121.185	7,72%	5,89%	8,33%	16,00%
Thessaloniki	770.844	957.850	876.232	944.305	1.060.864	24,26%	-8,52%	7,77%	12,34%
Halkidiki	358.079	357.519	434.269	463.201	502.804	-0,16%	21,47%	6,66%	8,55%
Kilkis	13.728	14.921	11.744	14.751	14.087	8,69%	-21,29%	25,60%	-4,50%
Pella	49.542	54.067	46.236	52.326	55.612	9,13%	-14,48%	13,17%	6,28%
Imathia	64.232	73.137	69.664	85.515	74.448	13,86%	-4,75%	22,75%	-12,9%
Pieria	131.422	140.917	158.641	149.023	178.001	7,22%	12,58%	-6,06%	19,45%
<b>TOTAL</b>	<b>1.472.396</b>	<b>1.689.483</b>	<b>1.693.224</b>	<b>1.813.591</b>	<b>2.007.001</b>	<b>14,74%</b>	<b>0,22%</b>	<b>7,11%</b>	<b>10,66%</b>
<b>WESTERN MACEDONIA</b>									
Florina	95.041	87.882	86.327	74.464	77.745	-7,53%	-1,77%	-13,74%	4,41%
Kozani	122.913	136.824	134.107	136.697	125.685	11,32%	-1,99%	1,93%	-8,06%
Kastoria	105.134	109.948	110.008	108.224	115.698	4,58%	0,05%	-1,62%	6,91%
Grevena	18.276	18.316	17.537	26.319	31.512	0,22%	-4,25%	50,08%	19,73%
<b>TOTAL</b>	<b>341.364</b>	<b>352.970</b>	<b>347.979</b>	<b>345.704</b>	<b>350.640</b>	<b>3,40%</b>	<b>-1,41%</b>	<b>-0,65%</b>	<b>1,43%</b>
<b>EPIRUS</b>									
Ioannina	313.059	348.952	324.289	396.403	423.843	11,47%	-7,07%	22,24%	6,92%
Arta	44.539	58.728	61.535	61.991	61.088	31,86%	4,78%	0,74%	-1,46%
Thesprotia	42.385	50.214	42.912	54.318	84.838	18,47%	-14,54%	26,58%	56,19%
Preveza	106.134	116.142	127.911	117.987	134.512	9,43%	10,13%	-7,76%	14,01%
<b>TOTAL</b>	<b>506.117</b>	<b>574.036</b>	<b>556.647</b>	<b>630.699</b>	<b>630.699</b>	<b>704,281</b>	<b>13,42%</b>	<b>-3,03%</b>	<b>11,67%</b>
<b>THESSALIA</b>									
Larissa	284.125	222.669	238.952	248.313	222.048	-21,63%	7,31%	3,92%	-10,5%
Magnisia	559.631	598.231	615.996	612.517	582.698	6,90%	2,97%	-0,56%	-4,87%
Trikala	105.770	145.590	146.101	141.063	155.757	37,65%	-0,35%	-3,45%	10,42%
Karditsa	100.949	110.758	113.403	115.168	123.098	9,72%	2,39%	1,56%	6,89%
<b>TOTAL</b>	<b>1.050.475</b>	<b>1.077.248</b>	<b>1.114.452</b>	<b>1.117.061</b>	<b>1.083.601</b>	<b>2,55%</b>	<b>3,45%</b>	<b>0,23%</b>	<b>-3,00%</b>
<b>IONIAN ISLANDS</b>									
Kerkyra (Corfu)	504.349	426.462	440.660	477.353	417.340	-15,44%	3,33%	8,33%	-12,5%
Island of Kerkyra	503.316	424.575	437.806	473.365	412.774	-15,64%	3,12%	8,12%	-12,8%
Lefkada	79.950	106.396	103.205	102.925	94.918	33,08%	-3,00%	-0,27%	-7,78%
Cefalonia	102.879	140.707	127.396	147.919	146.594	36,77%	-9,46%	16,11%	-0,90%
Zakynthos	124.438	131.668	197.034	223.158	199.613	5,81%	49,64%	13,26%	-10,5%
<b>TOTAL</b>	<b>811.616</b>	<b>805.233</b>	<b>868.295</b>	<b>951.355</b>	<b>858.465</b>	<b>-0,79%</b>	<b>7,83%</b>	<b>9,57%</b>	<b>-9,76%</b>
<b>WESTERN GREECE</b>									
Aitolokarnania	272.671	266.774	291.803	268.506	253.887	-2,16%	9,38%	-7,98%	-5,44%
Achaia	286.708	295.156	319.042	329.346	364.823	2,95%	8,09%	3,23%	10,77%
Elia	159.799	139.220	137.893	143.992	172.401	-12,88%	-0,95%	4,42%	19,73%
<b>TOTAL</b>	<b>719.178</b>	<b>701.150</b>	<b>748.738</b>	<b>741.844</b>	<b>791.111</b>	<b>-2,51%</b>	<b>6,79%</b>	<b>-0,92%</b>	<b>6,64%</b>



STEEA ELLADA									
Fthiotida	252.405	248.848	251.695	227.429	231.602	-1,41%	1,14%	-9,64%	1,83%
Evritania	105.517	111.912	115.467	108.433	122.485	6,06%	3,18%	-6,09%	12,96%
Fokida	82.886	99.348	98.510	102.019	106.679	19,86%	-0,84%	3,56%	4,57%
Viotia	52.889	57.875	60.315	57.350	47.815	9,43%	4,22%	-4,92%	16,63%
Euboea	357.064	367.729	379.639	376.204	410.984	2,99%	3,24%	-0,90%	9,24%
TOTAL	850.761	885.712	905.626	871.435	919.565	4,11%	2,25%	-3,78%	5,52%
ATTICA									
Attica (incl.Athens)	2.208.065	2.591.599	2.855.352	2.867.814	2.844.532	17,37%	10,18%	0,44%	-0,81%
ATHENS	1.442.619	1.584.265	1.719.739	1.723.093	1.639.285	9,82%	8,55%	0,20%	-4,86%
TOTAL	2.208.065	2.591.599	2.855.352	2.867.814	2.844.532	17,37%	10,18%	0,44%	-0,81%
PELOPONNESE									
Korinthia	243.960	255.522	269.213	294.129	288.151	4,74%	5,36%	9,26%	-2,03%
Argolida	254.068	259.104	254.889	235.447	248.379	1,98%	-1,63%	-7,63%	5,49%
Arkadia	134.081	139.708	146.327	136.184	145.125	4,20%	4,74%	-6,93%	6,57%
Messinia	236.320	230.949	259.261	275.276	295.033	-2,27%	12,26%	6,18%	7,18%
Lakonia	169.677	174.446	199.392	217.237	189.345	2,81%	14,30%	8,95%	12,84%
TOTAL	1.038.106	1.059.729	1.129.082	1.158.273	1.166.033	2,08%	6,54%	2,59%	0,67%
NORTHERN AEGEAN									
Lesvos	172.669	218.772	223.765	276.363	279.919	26,70%	2,28%	23,51%	1,29%
Chios	80.788	96.064	100.434	98.036	97.708	18,91%	4,55%	-2,39%	-0,33%
Samos	139.814	155.851	166.992	186.413	188.961	11,47%	7,15%	11,63%	1,37%
TOTAL	393.271	470.687	491.191	560.812	566.588	19,69%	4,36%	14,17%	1,03%
SOUTHERN AEGEAN									
Cyclades	521.763	562.741	639.397	648.730	598.351	7,85%	13,62%	1,46%	-7,77%
Dodecanese	817.446	763.236	844.115	867.086	920.094	-6,63%	10,60%	2,72%	6,11%
Rhodes	596.552	595.336	637.112	638.754	695.598	-0,20%	7,02%	0,26%	8,90%
TOTAL	1.339.209	1.325.977	1.483.512	1.515.816	1.518.445	-0,99%	11,88%	2,18%	0,17%
CRETE									
Chania	251.853	275.618	283.122	296.134	263.278	9,44%	2,72%	4,60%	11,09%
Rethymno	87.602	89.508	90.115	83.326	88.399	2,18%	0,68%	-7,53%	6,09%
Heraklion	368.972	392.998	349.457	361.586	332.542	6,51%	-11,08%	3,47%	-8,03%
Lasithi	119.928	119.082	117.723	125.003	131.447	-0,71%	-1,14%	6,18%	5,16%
TOTAL	828.355	877.206	840.417	866.049	815.666	5,90%	-4,19%	3,05%	-5,82%
GREECE TOTAL	12.447.672	13.372.852	13.984.434	14.453.542	14.666.610	7,43%	4,57%	3,35%	1,47%



## APPENDIX 3

### “Foreign Tourist Overnights in Hotels by Prefecture”

Prefecture	Year				Variation				
	1996	1997	1998	1999	2000	96/97	97/98	98/99	99/00
<b>EASTERN MACEDONIA AND THRACE</b>									
Evros	17.037	21.940	22.562	20.428	25.559	28,78%	2,84%	-9,46%	25,12%
Rodopi	9.719	12.286	12.916	21.756	22.610	26,41%	5,13%	68,44%	3,93%
Xanthi	16.890	12.650	10.962	10.275	14.421	-25,10%	-13,34%	-6,27%	40,35%
Drama	5.640	5.765	5.099	5.214	7.663	2,22%	-11,55%	2,26%	46,9%
Kavala	398.593	434.033	374.884	392.353	410.027	8,89%	-13,63%	4,66%	4,50%
<b>TOTAL</b>	<b>447.879</b>	<b>486.674</b>	<b>426.423</b>	<b>450.026</b>	<b>420.280</b>	<b>8,66%</b>	<b>-12,38%</b>	<b>5,54%</b>	<b>6,72%</b>
<b>CENTRAL MACEDONIA</b>									
Serres	10.679	15.553	16.541	13.242	11.023	45,64%	6,35%	-19,94%	-16,7%
Thessaloniki	409.783	630.972	416.848	441.487	550.568	53,98%	-33,94%	5,91%	24,71%
Halkidiki	1.477.013	1.768.096	1.738.147	2.095.617	2.215.739	19,71%	-1,69%	20,57%	5,73%
Kilkis	3.656	5.505	6.571	4.368	5.268	50,57%	19,36%	-33,53%	20,6%
Pella	5.067	5.364	4.228	5.769	5.177	5,86%	-21,18%	36,45%	-10,2%
Imathia	10.179	12.683	10.162	11.230	14.085	24,60%	-19,88%	10,51%	25,4%
Pieria	335.221	387.052	352.644	255.334	338.235	15,46%	-8,89%	-27,5%	32,4%
<b>TOTAL</b>	<b>2.251.598</b>	<b>2.825.225</b>	<b>2.545.141</b>	<b>2.827.047</b>	<b>3.140.095</b>	<b>25,48%</b>	<b>-9,91%</b>	<b>11,08%</b>	<b>11,0%</b>
<b>WESTERN MACEDONIA</b>									
Florina	4.479	4.659	5.722	5.571	7.008	4,02%	22,82%	-2,64%	25,7%
Kozani	10.495	12.340	15.005	16.001	20.444	17,58%	21,60%	6,64%	27,7%
Kastoria	14.641	30.344	32.779	25.326	22.845	107,25%	8,02%	-22,74%	-9,8%
Grevena	614	1.321	907	961	2.005	115,15%	-31,34%	5,95%	108,6%
<b>TOTAL</b>	<b>30.229</b>	<b>48.664</b>	<b>54.413</b>	<b>47.859</b>	<b>52.302</b>	<b>60,98%</b>	<b>11,81%</b>	<b>-12,04%</b>	<b>9,2%</b>
<b>EPIRUS</b>									
Ioannina	48.249	57.914	64.648	52.429	53.931	20,03%	11,63%	-18,90%	2,8%
Arta	3.254	3.505	4.093	3.190	4.205	7,71%	16,78%	-22,06%	31,8%
Thesprotia	64.204	60.668	60.373	51.271	57.949	-5,51%	-0,49%	-15,08%	13%
Preveza	107.297	128.876	145.812	152.756	139.893	20,11%	13,14%	4,76%	-8,4%
<b>TOTAL</b>	<b>223.004</b>	<b>250.963</b>	<b>274.926</b>	<b>259.646</b>	<b>255.978</b>	<b>12,54%</b>	<b>9,55%</b>	<b>-5,56%</b>	<b>-1,4%</b>
<b>THESSALIA</b>									
Larissa	34.467	39.446	29.098	34.601	48.064	14,45%	-26,23%	18,91%	38,9%
Magnisia	392.853	426.578	463.019	449.194	476.322	8,58%	8,54%	-2,99%	6,4%
Trikala	90.401	103.786	127.084	110.946	113.075	14,81%	22,45%	-12,70%	1,9%
Karditsa	3.124	2.711	3.003	3.714	3.824	-13,22%	10,77%	23,68%	2,9%
<b>TOTAL</b>	<b>520.845</b>	<b>572.521</b>	<b>622.204</b>	<b>598.455</b>	<b>641.285</b>	<b>9,92%</b>	<b>8,68%</b>	<b>-3,82%</b>	<b>7,16%</b>
<b>IONIAN ISLANDS</b>									
Kerkyra (Corfu)	2.439.270	2.824.502	3.124.914	3.232.988	3.283.061	15,79%	10,64%	3,46%	1,55%
Island of Kerkyra	2.434.826	2.819.155	3.117.666	3.221.778	3.276.733	15,78%	10,59%	3,34%	1,71%
Lefkada	49.225	116.767	109.163	108.257	127.355	137,21%	-6,51%	-0,83%	17,64%
Cefallonia	228.187	190.184	247.463	354.982	397.792	-16,65%	30,12%	43,45%	12,06%
Zakynthos	417.691	622.851	1.568.379	1.712.907	1.964.716	49,12%	151,81%	9,22%	14,70%
<b>TOTAL</b>	<b>3.134.373</b>	<b>3.754.304</b>	<b>5.049.919</b>	<b>5.409.134</b>	<b>5.772.924</b>	<b>19,78%</b>	<b>34,51%</b>	<b>7,11%</b>	<b>6,73%</b>
<b>WESTERN GREECE</b>									
Aitolokarnania	11.475	14.294	15.636	16.253	30.617	24,57%	9,39%	3,95%	88,38%
Achaia	158.812	199.747	205.885	212.550	294.809	25,78%	3,07%	3,24%	38,70%
Elia	299.166	242.069	343.933	298.442	324.962	-19,09%	42,08%	-13,23%	8,89%
<b>TOTAL</b>	<b>469.453</b>	<b>456.110</b>	<b>565.454</b>	<b>527.245</b>	<b>650.388</b>	<b>-2,84%</b>	<b>23,97%</b>	<b>-6,76%</b>	<b>23,36%</b>



STEREA ELLADA									
Fthiotida	59.385	35.120	33.357	25.764	25.185	-40,86%	-5,02%	-22,76%	-2,25%
Evritania	319	1.175	2.258	1.362	2.502	268,34%	92,17%	-39,68%	83,70%
Fokida	117.879	132.481	154.165	142.378	149.795	12,39%	16,37%	-7,65%	5,21%
Viotia	26.914	26.792	30.478	22.444	24.025	-0,45%	13,76%	-26,36%	7,04%
Euboia	351.544	373.297	428.432	349.492	377.956	6,19%	14,77%	-18,43%	8,14%
TOTAL	556.041	568.865	648.690	541.440	579.463	2,31%	14,03%	-16,53%	7,02%
ATTICA									
Attica (incl.Athens)	4.368.691	4.833.971	4.977.687	4.401.598	5.147.693	10,65%	2,97%	-11,57%	16,95%
ATHENS	3.194.252	3.438.345	3.508.890	3.012.273	3.243.311	7,64%	2,05%	-14,15%	7,67%
TOTAL	4.368.691	4.833.971	4.977.687	4.401.598	5.147.693	10,65%	2,97%	-11,57%	16,95%
PELOPONNESE									
Korinthia	321.356	354.962	342.634	295.841	350.048	10,46%	-3,47%	-13,66%	18,32%
Argolida	500.734	436.153	501.758	342.958	348.035	-12,90%	15,04%	-31,65%	1,48%
Arkadia	10.865	12.802	19.450	19.480	18.175	17,83%	51,93%	0,15%	-6,70%
Messinia	180.470	140.576	116.668	154.659	146.970	-22,11%	-17,01%	32,56%	-4,97%
Lakonia	73.544	75.138	70.356	61.671	66.071	2,17%	-6,36%	-12,34%	7,13%
TOTAL	1.086.969	1.019.631	1.050.866	874.609	929.299	-6,20%	3,06%	-16,77%	6,25%
NORTHERN AEGEAN									
Lesvos	414.277	369.803	345.689	408.787	521.556	-10,74%	-6,52%	18,25%	27,59%
Chios	96.987	82.226	81.656	115.212	95.445	-15,22%	-0,69%	41,09%	17,16%
Samos	745.742	822.055	782.375	902.547	749.411	10,23%	-4,83%	15,36%	16,97%
TOTAL	1.257.006	1.274.084	1.209.720	1.426.546	1.336.412	1,36%	-5,05%	17,92%	-4,22%
SOUTHERN AEGEAN									
Cyclades	809.004	907.591	1.070.048	944.981	906.851	12,19%	17,90%	-11,69%	-4,04%
Dodecanese	11.101.227	12.374.390	13.079.227	15.244.297	15.071.622	11,47%	5,70%	16,55%	-1,13%
Rhodes	7.422.051	8.238.210	8.826.030	10.239.689	10.530.730	11,00%	7,14%	16,02%	2,84%
TOTAL	11.910.231	13.281.981	14.149.275	16.189.278	15.978.473	11,52%	6,53%	14,42%	-1,30%
CRETE									
Chania	1.539.287	1.663.484	1.780.763	2.058.706	1.982.430	8,07%	7,05%	15,61%	-3,71%
Rethymno	1.762.438	1.851.765	1.992.442	2.239.607	2.055.892	5,07%	7,60%	12,41%	-8,20%
Heraklion	4.413.647	5.382.964	5.437.006	5.913.645	5.756.873	21,96%	1,00%	8,77%	-2,65%
Lasithi	1.526.143	1.720.449	1.780.079	2.038.519	1.846.506	12,73%	3,47%	14,52%	-9,42%
TOTAL	9.241.515	10.618.662	10.990.290	12.250.477	11.641.701	14,90%	3,50%	11,47%	-4,97%
GREECE TOTAL	35.497.834	39.991.655	42.565.008	45.803.360	46.636.293	12,66%	6,43%	7,61%	1,82%



## APPENDIX 4

### “Occupancy Rates in Hotels by Prefecture”

Prefecture	YEAR					VARIATION			
	1996	1997	1998	1999	2000	96/97	97/98	98/99	99/00
<b>EASTERN MACEDONIA AND THRACE</b>									
Evros	40,64%	45,35%	44,10%	43,53%	-	4,71	-1,25	-0,57	-
Rodopi	44,52%	52,31%	50,04%	52,34%	-	7,79	-2,27	2,30	-
Xanthi	46,99%	42,67%	36,53%	31,23%	-	-4,31	-6,14	-5,29	-
Drama	41,43%	41,80%	37,83%	41,53%	-	0,37	-3,97	3,70	-
Kavala	44,83%	46,94%	44,03%	45,82%	-	2,12	-2,92	1,79	-
<b>TOTAL</b>	<b>43,76%</b>	<b>46,51%</b>	<b>43,70%</b>	<b>44,22%</b>	<b>48,10%</b>	<b>2,75</b>	<b>-2,81</b>	<b>0,51</b>	<b>3,88</b>
<b>CENTRAL MACEDONIA</b>									
Serres	31,82%	36,06%	37,18%	36,23%	-	4,24	1,11	-0,95	-
Thessaloniki	46,87%	59,10%	46,73%	48,69%	-	12,23	-12,38	1,97	-
Halkidiki	62,48%	69,08%	67,94%	79,28%	-	6,61	-1,14	11,34	-
Kilkis	17,55%	20,57%	18,28%	20,34%	-	3,02	-2,29	2,06	-
Pella	28,85%	30,31%	24,53%	26,42%	-	1,46	-5,78	1,89	-
Imathia	32,20%	37,00%	35,13%	43,48%	-	4,80	-1,87	8,35	-
Pieria	51,10%	48,89%	48,25%	41,15%	-	-2,20	-0,64	-7,11	-
<b>TOTAL</b>	<b>51,81%</b>	<b>58,88%</b>	<b>53,91%</b>	<b>58,61%</b>	<b>59,99%</b>	<b>7,07</b>	<b>-4,96</b>	<b>4,70</b>	<b>1,38</b>
<b>WESTERN MACEDONIA</b>									
Florina	56,89%	57,58%	54,77%	39,15%	-	0,69	-2,81	-15,63	-
Kozani	32,13%	34,95%	34,17%	34,28%	-	2,82	-0,79	0,12	-
Kastoria	41,90%	47,87%	48,90%	41,95%	-	5,97	1,02	-6,94	-
Grevena	25,87%	25,11%	20,71%	25,64%	-	-0,76	-4,40	4,94	-
<b>TOTAL</b>	<b>39,16%</b>	<b>41,89%</b>	<b>40,83%</b>	<b>36,63%</b>	<b>35,36%</b>	<b>2,74</b>	<b>-1,06</b>	<b>-4,20</b>	<b>-1,27</b>
<b>EPIRUS</b>									
Ioannina	44,96%	43,91%	43,61%	42,67%	-	-1,05	-0,30	-0,95	-
Arta	57,10%	57,50%	53,54%	53,38%	-	0,40	-3,96	-0,16	-
Thesprotia	44,35%	46,44%	49,32%	49,77%	-	2,10	2,87	0,45	-
Preveza	38,19%	38,46%	40,77%	41,88%	-	0,26	2,31	1,11	-
<b>TOTAL</b>	<b>43,23%</b>	<b>43,18%</b>	<b>43,88%</b>	<b>43,80%</b>	<b>46,15%</b>	<b>-0,05</b>	<b>0,70</b>	<b>-0,08</b>	<b>2,35</b>
<b>THESSALIA</b>									
Larissa	43,31%	38,52%	38,09%	39,24%	-	-4,79	-0,43	1,15	-
Magnisia	40,62%	42,66%	44,45%	46,18%	-	2,04	1,79	1,73	-
Trikala	29,41%	29,04%	32,19%	31,25%	-	-0,37	3,15	-0,94	-
Karditsa	50,13%	49,21%	46,81%	47,26%	-	-0,92	-2,40	0,45	-
<b>TOTAL</b>	<b>39,73%</b>	<b>39,54%</b>	<b>41,07%</b>	<b>42,06%</b>	<b>45,29%</b>	<b>-0,18</b>	<b>1,52</b>	<b>1,00</b>	<b>3,23</b>
<b>IONIAN ISLANDS</b>									
Kerkyra (Corfu)	62,27%	69,21%	76,61%	77,78%	-	6,94	7,40	1,17	-
Island of Kerkyra	62,29%	69,30%	76,77%	77,81%	83,2%	7,00	7,48	1,03	5,21%
Lefkada	47,11%	61,60%	58,24%	62,44%	-	14,48	-3,36	4,20	-
Cefallonia	49,46%	45,49%	53,99%	56,06%	-	-3,98	8,51	2,07	-
Zakynthos	61,29%	68,23%	83,79%	83,57%	-	6,93	15,56	-0,22	-
<b>TOTAL</b>	<b>60,20%</b>	<b>66,15%</b>	<b>75,68%</b>	<b>76,43%</b>	<b>84,28%</b>	<b>5,95</b>	<b>9,53</b>	<b>0,75</b>	<b>7,85</b>
<b>WESTERN GREECE</b>									
Aitolokarnania	33,74%	34,71%	38,25%	36,37%	-	0,97	3,54	-1,88	-
Achaia	39,60%	45,25%	47,45%	52,07%	-	5,65	2,20	4,63	-
Elia	41,49%	39,26%	46,19%	42,88%	-	-2,23	6,93	-3,32	-
<b>TOTAL</b>	<b>38,67%</b>	<b>40,26%</b>	<b>44,50%</b>	<b>44,45%</b>	<b>46,58%</b>	<b>1,58</b>	<b>4,24</b>	<b>-0,05</b>	<b>2,13</b>



STEREA ELLADA									
Pthiotida	27,33%	27,83%	28,08%	26,00%	-	0,50	0,25	-2,08	-
Evritania	40,75%	34,46%	36,46%	32,68%	-	-6,29	2,00	-3,79	-
Fokida	29,99%	33,22%	35,59%	35,30%	-	3,23	2,37	-0,29	-
Viotia	26,79%	29,51%	30,16%	30,25%	-	2,72	0,65	0,09	-
Euboca	41,99%	39,64%	42,77%	39,76%	-	-2,35	3,13	-3,01	-
TOTAL	34,69%	34,61%	36,67%	34,53%	38,53%	-0,08	2,06	-2,14	4,0
ATTICA									
Attica (incl.Athens)	47,72%	48,00%	50,87%	47,89%	-	0,28	2,87	-2,98	-
ATHENS	54,64%	56,46%	57,54%	54,17%	56,76%	1,82	1,08	-3,38	2,59%
TOTAL	47,72%	48,00%	50,87%	47,89%	53,74%	0,28	2,87	-2,98	5,85
PELOPONNESE									
Korinthia	31,50%	33,64%	34,89%	32,59%	-	2,15	1,25	-2,30	-
Argolida	45,40%	43,96%	53,52%	47,92%	-	-1,45	9,56	-5,60	-
Arkadia	27,94%	30,02%	33,64%	30,76%	-	2,08	3,62	-2,87	-
Messinia	46,31%	40,20%	35,10%	37,73%	-	-6,10	-5,11	2,63	-
Lakonia	33,19%	33,03%	37,16%	37,36%	-	-0,16	4,12	0,21	-
TOTAL	37,89%	37,24%	39,95%	37,58%	39,01%	-0,65	2,71	-2,37	1,43
NORTHERN AEGEAN									
Lesvos	44,45%	45,45%	45,41%	49,08%	-	1,00	-0,05	3,67	-
Chios	45,82%	46,18%	47,10%	55,83%	-	0,36	0,92	8,73	-
Samos	61,81%	63,68%	64,63%	74,65%	-	1,87	0,95	10,02	-
TOTAL	52,54%	54,24%	54,70%	61,40%	59,48%	1,70	0,45	6,70	-1,92
SOUTHERN AEGEAN									
Cyclades	48,92%	52,33%	56,35%	54,72%	-	3,40	4,02	-1,63	-
Dodecanese	70,76%	79,00%	82,06%	86,65%	-	8,24	3,06	4,59	-
Rhodes	72,95%	81,19%	83,99%	87,38%	89,75%	8,24	2,79	3,40	2,38%
TOTAL	67,73%	75,15%	78,16%	82,32%	80,78%	7,42	3,02	4,16	-1,54
CRETE									
Chania	59,50%	64,83%	70,52%	74,98%	-	5,33	5,69	4,46	-
Rethymno	69,09%	79,44%	82,60%	86,94%	-	10,35	3,16	4,33	-
Heraklion	66,25%	73,60%	78,77%	86,66%	-	7,36	5,17	7,89	-
Lasithi	61,70%	69,90%	72,10%	74,88%	-	8,20	2,20	2,78	-
TOTAL	64,65%	72,24%	76,70%	82,27%	79,94%	7,59	4,46	5,58	-2,33
GREECE TOTAL	54,37%	58,37%	61,12%	63,46%	64,97%	4,01	2,75	2,34	1,51

STEREA ELLADA									
Pthiotida	27,33%	27,83%	28,08%	26,00%	-	0,50	0,25	-2,08	-
Evritania	40,75%	34,46%	36,46%	32,68%	-	-6,29	2,00	-3,79	-
Fokida	29,99%	33,22%	35,59%	35,30%	-	3,23	2,37	-0,29	-
Viotia	26,79%	29,51%	30,16%	30,25%	-	2,72	0,65	0,09	-
Euboea	41,99%	39,64%	42,77%	39,76%	-	-2,35	3,13	-3,01	-
TOTAL	34,69%	34,61%	36,67%	34,53%	38,53%	-0,08	2,06	-2,14	4,0
ATTICA									
Attica (incl.Athens)	47,72%	48,00%	50,87%	47,89%	-	0,28	2,87	-2,98	-
ATHENS	54,64%	56,46%	57,54%	54,17%	56,76%	1,82	1,08	-3,38	2,59%
TOTAL	47,72%	48,00%	50,87%	47,89%	53,74%	0,28	2,87	-2,98	5,85
PELOPONNESE									
Korinthia	31,50%	33,64%	34,89%	32,59%	-	2,15	1,25	-2,30	-
Argolida	45,40%	43,96%	53,52%	47,92%	-	-1,45	9,56	-5,60	-
Arkadia	27,94%	30,02%	33,64%	30,76%	-	2,08	3,62	-2,87	-
Messinia	46,31%	40,20%	35,10%	37,73%	-	-6,10	-5,11	2,63	-
Lakonia	33,19%	33,03%	37,16%	37,36%	-	-0,16	4,12	0,21	-
TOTAL	37,69%	37,24%	39,95%	37,58%	39,01%	-0,65	2,71	-2,37	1,43
NORTHERN AEGEAN									
Lesvos	44,45%	45,45%	45,41%	49,08%	-	1,00	-0,05	3,67	-
Chios	45,82%	46,18%	47,10%	55,83%	-	0,36	0,92	8,73	-
Samos	61,81%	63,68%	64,63%	74,65%	-	1,87	0,95	10,02	-
TOTAL	52,54%	54,24%	54,70%	61,40%	59,48%	1,70	0,45	6,70	-1,92
SOUTHERN AEGEAN									
Cyclades	48,92%	52,33%	56,35%	54,72%	-	3,40	4,02	-1,63	-
Dodecanese	70,76%	79,00%	82,06%	86,65%	-	8,24	3,06	4,59	-
Rhodes	72,95%	81,19%	83,99%	87,38%	89,76%	8,24	2,79	3,40	2,38%
TOTAL	67,73%	75,15%	78,16%	82,32%	80,78%	7,42	3,02	4,16	-1,54
CRETE									
Chania	59,50%	64,83%	70,52%	74,98%	-	5,33	5,69	4,46	-
Rethymno	69,09%	79,44%	82,60%	86,94%	-	10,35	3,16	4,33	-
Heraklion	66,25%	73,60%	78,77%	86,66%	-	7,36	5,17	7,89	-
Lasithi	61,70%	69,90%	72,10%	74,88%	-	8,20	2,20	2,78	-
TOTAL	64,65%	72,24%	76,70%	82,27%	79,94%	7,59	4,46	5,58	-2,33
GREECE TOTAL	54,37%	58,37%	61,12%	63,46%	64,97%	4,01	2,75	2,34	1,51



## APPENDIX 5

“Cities that hosted the modern Olympic Games in the past”

Athens	1896
Paris	1900
St.Louis	1904
London	1908
Stockholm	1912
World War 1	1916
Antwerp	1920
Paris	1924
Amsterdam	1928
Los Angeles	1932
Berlin	1936
World War	1940-1944
London	1948
Helsinki	1952
Melbourne	1956
Rome	1960
Tokyo	1964
Mexico City	1968
Munich	1972
Montreal	1976
Moscow	1980
Los Angeles	1984
Seoul	1988
Barcelona	1992
Atlanta	1996
Sydney	2000
Athens	2004

(Voulgarellis, 1998)

## **APPENDIX 6**

### ***“Interesting Olympic Facts”***

96.4% of the population of Athens supports the resumption of the Olympic Games. Even when the public opinion polls were done by parties against the Olympic Games, the public opinion’s percentage has never been below 86%.

At the end of 1997, 29 out of 39 areas where the Games will take place had been completed.

Some of the new stadiums and halls that are going to be built have the highest capacity in the world. For example, the hall where handball will take place will be able to accommodate 8,000 spectators while the tae-kwo-ndo hall will accommodate 10,000.

Greece has repeatedly and successfully hosted international sport events.

On the 5<sup>th</sup> of September 1997, when it was decided that Athens will host the 2004 Olympic Games, the Greek bid was the only one which showed that 80% of the necessary facilities for the games had already been completed.

(Voulgarellis, 1998)

## APPENDIX 7

### *“The Games in numbers”*

Approximately 12,000 athletes are expected to participate.

4,200,000,000 TV-viewers are expected to watch the Games daily

220 countries will show the Games live, essentially meaning 3,300 hours of total TV broadcasting.

30,000,000 “Athens 2004 Olympic Games” official T-shirts are expected to be sold all over the world.

\$ 32,000 is the amount of money that IOC offers to each National Olympic Committee (NOC) that participates in the Games.

\$ 1,300 is the amount of money for each athlete who participates in the Games.

6,000,000 tickets are going to be issued.

5,000,000 tickets are expected to be distributed.

10,000,000 meals are expected to be prepared for all the athletes during the Games.

93% of the training areas and buildings have already been built.

92% of the sport facilities have already been built.

27 Olympic Games have been organized since 1896.

The new airport in Athens will be able to serve 6,000 travelers per hour.

450,000 passengers use the Athens’ underground on a daily basis.

250,000 less cars are passing from the center of Athens, after the completion of the underground.

Since Athens’ underground is ready, the completion of joint environmental developments will render the atmosphere of Athens cleaner by 35%.

The sea environment of Athens will be 90 % cleaner by the Games, due to the biological sewage treatment.

19 % was the percentage of tree-clad areas in Athens, in August 1997.

51 % will be the percentage of tree-clad areas in Athens by 2004.

5,000,000,000 USD has been invested into the telecommunications during 1997-2000.

According to scientific research, in a scale from (1) - very safe, to (10) - very dangerous, the area of Athens accounts for (3).

1,600,000,000 USD is the estimated cost of the Olympic Games' organization.

130,000 new jobs will be created by the Games.

4,000,000,000 USD will be the turnover for the Greek industry during the period 2001-2005.

(Voulgarellis, 1998)



## APPENDIX 8

### *“The most important sporting events that have taken place in Athens”*

European Athletics Championship, Men/Women, 1982  
Cup Finals for European Championship, Football, 1983  
European Indoor Athletics Championship, 1985  
Cup Finals for European Championships, Basketball, 1985  
World Junior Athletics Championship, 1986  
Cup Finals for European Cup Holders, Football, 1987  
European Gymnastic Championship for women, 1987  
European Basketball Championship, 1987  
World Cup, Weightlifting, 1988  
World Cup, Wrestling, 1988  
World Junior Cup, Weightlifting, 1988  
European Cup Finals for Volleyball Champions, 1989  
World Junior Championship, Fencing, 1989  
European Championship, Boxing, 1989  
World Weightlifting Championship, 1989  
European Women’s Gymnastics Championship, 1990  
Grand prix athletic Final, 1990  
Mediterranean Games (25 events), 1991  
European Swimming Championship, 1991  
World Gymnastics Championship, 1991  
World Juniors Championship, Cycling, 1992  
Final Four, European Basketball Championship, 1993  
World Junior Championship, wrestling, 1993  
European Judo Championship, 1993  
World Sailing Championship (type of vessel: Soling), 1993  
European Championship, Greco-Roman Wrestling, 1994  
Champion’s League Final, Football, 1994  
World Fencing Championship, 1994  
World Junior Championship, Riding, 1994  
World Cup, Weightlifting, 1994  
European Men’s Championship, Basketball, 1995  
World Junior Championship, Basketball, 1995  
European Junior Championship, Football, 1995  
European Men’s Championship, Volleyball, 1995  
Tour of Italy (1<sup>st</sup> stage), Road race Cycling, 1996  
World Cup, Riding, 1996  
World Athletics Championship, 1997  
European Volleyball Championship for Women, 1997  
World basketball Championship, 1998  
(Voulgarellis, 1998)

## APPENDIX 9

### *“Timetable showing the years in which Athens will gain global attention”*

1990: Announcement of Atlanta as the host of the 1996 OG (Athens was a candidate city)

1991

1992: Olympic Games in Barcelona

1993: Athens announces that it will be a candidate for the 2004 OG

1994

1995

1996: Olympic Games in Atlanta

1997: IOC announces that Athens will host the 2004 OG

1998

1999

2000: Olympic Games in Sydney

2001

2002: Culture Olympics in Athens

2003

2004: Olympic Games in Athens

2005

2006

2007

2008: Next Olympic Games

2009

(Voulgarellis, 1998)

## APPENDIX 10

### *“Some of the main facilities and capacities”*

Sport	Capacity
Athletics	80,000
Basketball	13,000/20,000
Cycling	5,000
Horse riding	30,000
Tennis	12,000
Archery	5,500
Football (finals)	80,000
Football (semi-finals)	35,000
Gymnastics	15,000
Hockey	36,000
Swimming	50,000
Badminton	4,000

(Voulgarellis, 1998)

## APPENDIX 11

### *“The projected cost of building new facilities”*

FACILITIES	COST (in \$ 000,000)
Rowing	25.4
Baseball	9.65
Boxing	23.4
Canoeing	8.5
Horse riding	22.6
Fencing	22.7
Volleyball	29.0
Handball	23.5
Judo	21.6
Softball	6.3
Table Tennis	13.7
Tennis	12.3
Shooting	11
Archery	7.6
Weightlifting	12
Sailing	16.5

(Voulgarellis, 1998)

## APPENDIX 12

### *“Sources of Funding”*

Sponsorships:

Athens 2004

Benefactors

Theodoros and Gianna Angelopoulos

Ioannis Latsis Family

Grand Donator

Ta Nea

Golden Donators

Olympic Airways

Vodafone

Fage

Donators:

Adidas

Hellenic Duty Free Shops

EL.TA.

Supporters:

Kodak

Hotel Grande Bretagne

Olympic Aviation

Trust SA

UPS

(Voulgarellis, 1998)

## APPENDIX 13

### *"Olympic Cruise Ship Accommodation"*

Category	Firm
5*	Queen Mary II (2,620 passengers) Oosterdam (1,848 passengers) Silver Whisper (388 passengers) Seabourn Pride (296 passengers)
4*	Aidavita (1,266 passengers) Olympia Voyager (840 passengers) Olympia Explorer (840 passengers) Rotterdam (1,320 passengers) Spleandour of the Seas (1,804 passengers)
3*	Olympia Countess (846 passengers) Topaz (804 passengers) World Renaissance (900 passengers)

(Stefanis, 2003)

## APPENDIX 14

### *“Intense business interest for the house-leasing program”*

The first phase of the “Athens 2004” tender regarding the selection of the two official conveyors that will undertake the administration of the house-leasing program was completed on July the 2, 2002. The three underwriting syndicates, including tourist services and property administration companies who submitted their offers in this phase are the following:

Alpha City Properties: “Alpha Insurance”, “Epathlon”, “ELPA ALTIS”.

Alpha Olympic Hospitality

Greek Olympic Hospitality: “EFG Eurobank Properties S.A.”, “Greek ravel Force Tourist Company S.A.”, “Giorgos Kourmouzis”.

ESTIA: “Lambert Smith Hampton”, “Aspis Estia S.A.City Properties”, “Eurostar”, “Travel Plan”, “Plotin” Tourist Companies.

(Triantafullidi, 2002)

## **APPENDIX 15**

### ***“Olympic Hotel Renovation Programs”***

Two of the largest hotel chains in Athens, Grande Bretagne and Hilton, have been preparing for the Olympic challenge, by upgrading their premises through a refurbishment of a total cost of 136 million Euros. A long-term investment of 68 million Euros on behalf of Alpha Bank will modernize Grande Bretagne, which will join the hotel chain Luxury Collection (part of the Starwoods Hotels & Resorts worldwide Inc.) immediately after its refurbishment. The capacity of Grande Bretagne is expected to be 2 presidential suites, 74 suites and 252 rooms, halls of multiple uses, two restaurants, a roof garden, two swimming pools and a hyper fitness and beauty center (Giakopoulou, 2001).

A new era is about to begin for the Athens Hilton as well, since another 68 million Euros will be invested in new facilities such as modern and luxury conference halls (hosting 2,500 people), a fitness center and a beauty center (Giakopoulou, 2001).

Modernization renovations are currently underway at the five-star deluxe Athenaeum Intercontinental, whose 543 rooms and suites are due to be fully renovated by mid-2001. Its two new executive floors comprised of 61 rooms and 18 suites will offer private meeting rooms and the services of specially trained staff, while the well-equipped business center caters to the corporate visitor. The renovation of three more business floors, as well as the lobby and the restaurant, will remain as they are. The hotel's conference room (accommodating 2,200 people) is in the throes of a 12 million Euro refurbishment, facilitated with the latest audio-visual equipment, professional sound systems and state-of-the-art lighting (Lazaridou, 2000).

The 157-room St George Lycabettus Hotel perched on the side of the Athens' Lykavittos Hill in the popular shopping and business district of Kolonaki has been updated with great attention to detail. The five-star, ISO 9002- certified hotel features individually designed rooms and a rooftop restaurant that has been described by international magazines as having the most beautiful view in Europe. Despite its small size, the hotel's conference rooms, catering to 300 people in total, are geared towards corporate events (Kalfelis, 1998).

The Divani Hotel Group, owning 7 hotel units of 3,000 beds in Athens and 2,000 beds in the Attica basin, has been going through continuous renovations, the latest being in 1999. The group aims to create new facilities for conventions, a sea-therapy center and an underground garage. Among the company's hotels, the most radical interventions are taking place in the Divani Caravel Hotel. Focused on banqueting and conferences, the five-star, 471-room hotel can accommodate 2,000 convention participants or guests. Part of the hotel unit's 2004 operational plan is the investment of 20 million Euros in



specifically designed rooms for business and conference visitors (Petropoulos, 1999).

The Astir Palace in Vouliagmeni, one of the most important hotel resorts in Attica, is undertaking a radical transformation towards the provision of thematic tourism services. The group's plans include investments of 10 million Euros in a convention center, catering to 2,000 people, plus 75 beach bungalows. The surrounding areas will be converted into a recreation center, a cultural center, and a sea-therapy center. In addition, some 25 million Euros will be allocated on behalf of the firm for the renovation of its existing buildings, as Astir will most likely host the IOC members (Soltaridis, 1999).

The Mantonanaki Hotel Group has completed the first phase of its Olympic investments at the Grand Resort Lagonissi, amounting to 14 million Euros. The whole investment program for the complete renovation of the complex totals for 24 million Euros. Other recently refurbished units belonging to the firm include the deluxe 192-room Athens' Holiday Inn, Ledra Marriot, Novotel and the Airotel group's five-star Alexandros near the US embassy (Kardiasmenos, 2000).

The Daskalantonaki Hotel Group's renovations of the King George hotel in Syntagma Square in Athens are one of the most important hotel development projects in the sector of tourism and part of the 2004 Athenian Hotels' Olympic targets. The group directs its sponsoring policy in Attica. Its investing programs of 58 million Euros include the building of three luxurious hotels of a 1.200-bed capacity. Moreover, the plans for the modernization of the hotel Cape Sounio (purchased by the group last year) has been completed (Diamantakou, 1998).

The Amelia Hotel Group plans the construction of a second hotel unit in Athens after exploiting a building plot in Syngrou area. The hotel will offer specifically designed services for business and conference tourism, a market that is expected to experience a remarkable boost after the 2004 Olympic Games (Diamantakou, 1998).

The Kapsis Group is specialized in conventions, and in view of the Olympics, the group's priority is to construct one of the largest convention centers in the Mediterranean. This center is near the group's hotel unit in Ixia of Rhodes and will have a capacity of 8,000 people. The group also intends to penetrate deeper into the Athenian market by creating one to three units near the Olympic Infrastructure in Maroussi (Sotirakos, 1998).

## APPENDIX 16

### *“American Companies willing to invest in the Athens’ hotels”*

Cendant Corporation: Specialized in hotel franchising in co-operation with big hotel chains in the US.

Hok and Lobb Sports and Leisure: An architectural company specialized in erecting sports and conference infrastructure, as well as leisure areas.

Peter Fillat Architects: A firm providing design for civil areas, hosting and commercial units.

Sasaki Associates: A firm providing expertise and functional design over hotel resorts, civil hotel units, effective use of coastal areas and tourism investments, whose main interest is to gain from the renewal of the coastal areas in Athens.

Shaffter Equipment: An international provider of building equipment specialized in importing and exporting material for business equipment, specifically interested in providing the latest technological tourism equipment in Athenian Olympic hotels.

Shoremaster: An architectural company specialized in erecting tourism infrastructure in coastal areas, in terms of creating marinas and yachting areas.

Tom Johnson Golf Design: an international service provider in designing golf courses, whose focus is currently placed on the potential of the Olympic golf tourism in Athens and the broader region of Attica.

Wimberly, Allison, Tong & Goo: A tourism firm on the hotel animation, specializing in designing hotels, theme parks, leisure areas, spas, golf courses, casinos, conference centers, etc. Their aim is to co-ordinate with hotel chains related to theme and conference tourism.

Witte/Banks Lighting by Design: The Company is specialized in supplying advanced technology lighting and decoration to theme parks, hotels, resorts, and conference centers (Hadoulis, 2001).

## APPENDIX 17

### *“Olympic Hotel Investors”*

Accor International Group: Apart from the hotel in Spata, Attica, the firm is aiming at the construction of 10-15 hotels all over Greece, starting from Athens and Thessalonica. The three selected area in Athens are; Maroussi, Port of Piraeus, and Alexandras Avenue; sites which will be directly affected by the Olympics’ organization.

Alpha Urban Estate: In collaboration with Hilton International, the firm has asked the permission to construct a tower hotel near the Hilton hotel.

Hyatt: The Company plans to build a luxury hotel in privately owned land in Arouse, very close to many Olympic Sports Halls.

Stasinopoulos Hotel Group: The group’s plans include two hotels in Athens in collaboration with Starwood Group; one in Karaiskaki Square, and one in Vasileos Konstantinou Street.

Hellenic Tourist Real Estate S.A.: The Company plans to build deluxe hotels in the southern suburbs of Athens (Voula and Flisvos) and in Piraeus, in collaboration with private investors. In addition, it will undertake the construction of a thematic park on tourism and research in an area of Attica.

National Bank of Greece: The firm has proposed the conversion of a privately owned building in Michalakopoulou Street into a hotel.

Ioannou – Paraskevaidis Group: It is in the company’s primary interest to achieve collaboration with Ledra Marriot hotel in order to construct a smaller hotel near Ledra Marriot, franchised by the latter.

Sanyo Hellas Holding: The firm’s 23 million Euros proposal concerns the exploitation of a complete block in Kifissias Avenue, in Maroussi. The investment plan includes the construction of two hotels (with 300 and 400 beds capacity), in an area of 39,000 square meters, and the construction of a multi-purpose complex intended to operate during the Olympic games of 2004. According to Sanyo’s plan, the hotel complex can provide on behalf of “Athens 2004” accommodation to journalists during the Games (Zisopoulos, 2001).

Other business plans include the erection of new hotel units in the northern suburbs of Athens and other municipalities near the Olympic Sports Halls in Maroussi. The

Ministry of Development in collaboration with “Athens 2004” will also promote development projects along Attica’s coastal zone. At the initial stage, this plan includes the development and modernization of the existing hotel units in the area. The next step will be the creating of supplementary accommodation areas of about 3,000 beds, as well as the erection of leisure parks, educational and cultural infrastructure (theme parks, technology parks, etc) in the coastal areas of Anavissos, Alimos, Voula, Flisvos, and Zea. In addition, new A’ category hotel units shall be erected in Alimos, Anavissos, Varkiza, Vouliagmeni, Zea and Flisvos, providing 2,610 more beds (Haikalis, 2000).

## APPENDIX 18

### *“Map of Attica”*



## APPENDIX 19

### *”S.W.O.T. Analysis for the Greek Hotel Sector”*

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- High Productivity Levels</li> <li>- Sufficient Hotel Room Capacity</li> <li>- Less Expensive Hotel Business Services</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- Lack of large and luxurious hotel units</li> <li>- Lack of adequate funding of the hotel sector from the Greek state and banking financial system</li> <li>- Less efficient management than the management of the international hotel chains</li> <li>- Heavy taxation</li> <li>- Inferior human resources</li> <li>- High labor costs</li> <li>- Seasonality of Greek tourism</li> <li>- Lack of conference and convention facilities</li> <li>- Inferior quality of hotel services</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- New Hotel Development due to the Olympic Games</li> <li>- New laws that promote the renovation of existing hotel units</li> <li>- Third Community Support Fund</li> <li>- empowerment provided by EOT</li> <li>- ETA’s business program</li> <li>- Theme tourism orientation programs</li> <li>- Infrastructural, technological, and organizational legacy of the Olympic Games</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Competitor countries offer a cheaper tourism product</li> <li>- International terrorism</li> <li>- Economic recession in rich western countries</li> <li>- Over supply due to the Olympic Games</li> <li>- Not sufficient capacity in case of over demand for hotel rooms</li> <li>- Displacement and time-switching effects</li> <li>- Incomplete Olympic construction works</li> </ul>

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